

MHI
Copy 3

FM 101-1

DEPARTMENT OF THE ARMY FIELD MANUAL

STAFF OFFICERS' FIELD MANUAL THE G1 MANUAL



DEPARTMENT OF THE ARMY

•

JUNE 1955

FOREWORD

This Staff Officers' Field Manual is published as a guide for the Assistant Chief of Staff, G-1, at echelons below The Department of the Army.

Information contained in this manual represents current policies. Policies are subject to modification which will result in publication of changes. Users of this manual are requested to submit recommendations for changes or corrections directly to the Commandant, Command and General Staff College, Fort Leavenworth, Kans. For format and guidance in preparation see DA Pam 310-3.

FIELD MANUAL }
No. 101-1 }

DEPARTMENT OF THE ARMY
WASHINGTON 25, D.C., 19 July, 1955

STAFF OFFICERS' FIELD MANUAL

THE G1 MANUAL

	<i>Paragraph</i>	<i>Page</i>
CHAPTER 1. THE ASSISTANT CHIEF OF STAFF,		
G-1		
Section I. General	1, 2	3
II. Functions of the Assistant Chief of Staff,		
G-1	3-9	3
III. Organization of G1 section	10-16	6
IV. Records and reports	17-27	10
CHAPTER 2. STRENGTHS		
Section I. Strengths	28-30	14
II. Casualty and nonbattle losses and loss		
reporting	31-35	17
III. Personnel loss estimates	36-39	19
CHAPTER 3. ARMY REPLACEMENTS, THEATER OF		
OPERATIONS		
Section I. Replacement requirements	40, 41	25
II. Replacement sources	42-47	26
III. Theater army replacement system	48-51	30
IV. Personnel requisitions and distribution by		
theater army	52-58	33
V. Theater army replacement command	59-64	39
VI. Replacement units	65-69	42
VII. Field army replacement system	70-76	46
VIII. Personnel requisitions within the field army		
77-81		54
IX. Personnel requisitions within the communi-		
cations zone	82-84	57
X. Special missions of the theater army re-		
placement command	85-88	61
CHAPTER 4. DISCIPLINE, LAW, AND ORDER		
Section I. General	89-92	65
II. Absence without leave, desertion, and		
straggler control	93-96	68
III. Military police	97-100	70
IV. Administration of military justice	101-107	71
CHAPTER 5. PRISONERS OF WAR		
6. GRAVES REGISTRATION	108-112	74
Section I. General	113-117	76
II. Organization and operations	118-127	77
CHAPTER 7. MORALE AND PERSONNEL SERVICES		
Section I. Morale	128, 129	82
II. Personnel services—rest, leaves, and		
rotation	130-138	84

*This manual supersedes FM 101-1, 19 July 1951.

	<i>Paragraph</i>	<i>Page</i>
Section III. Personnel services—decorations and awards	139-149	93
IV. Personnel services—miscellaneous	150-157	97
CHAPTER 8. PERSONNEL PROCEDURES		
Section I. Personnel management	158-161	104
II. Procedures	162-169	105
III. Promotions and battlefield appointments...	170-174	112
IV. Transfer, reassignment, and reclassification	175-179	117
V. Separation	180, 181	120
VI. Utilization of special groups	182-184	121
CHAPTER 9. INTERIOR MANAGEMENT		
Section I. General	185-188	123
II. Organization	189-194	124
III. Administration	195-206	129
CHAPTER 10. CIVILIAN PERSONNEL	207-214	140
APPENDIX I. REFERENCES		144
II. TYPICAL PERSONNEL POLICIES AND PROCEDURES WITHIN AN INFANTRY DIVISION		146
INDEX		167

CHAPTER I

THE ASSISTANT CHIEF OF STAFF, G-1

Section I. GENERAL

1. Purpose and Scope

This Staff Officers' Field Manual is a compilation of principles, procedures, and techniques to be used as a guide for the Assistant Chief of Staff, G-1, at echelons below the Department of the Army. It is supplementary to FM 100-10 and FM 101-5.

2. Responsibility

A commander is responsible for all that his unit does or fails to do. He is responsible for the efficient employment of all his human and material resources to accomplish effectively his assigned missions. The G1 is the commander's principal staff assistant in the management of *personnel as individuals*. Through appropriate general staff supervision the Assistant Chief of Staff, G-1 will insure that the administrative workload of subordinate units is kept to a minimum. The following steps are suggested in conjunction with other interested staff agencies:

a. Screen outgoing directives and distribution to insure that an adequate but not an excessive distribution is being made on a "need-to-have" basis.

b. Check essentiality of reports. Insure that reports, charts, and records are not being used as a substitute for active command and staff supervision.

Section II. FUNCTIONS OF THE ASSISTANT CHIEF OF STAFF, G-1

3. Principal Activities of G1

In matters pertaining to *personnel as individuals*, the G1 assists the commander in the exercise of command by—

a. Securing and studying information pertaining to the personnel activities of the command.

b. Furnishing estimates, advice, and information to the commander on personnel matters.

c. Preparing personnel plans.

d. Translating decisions concerning personnel into orders for transmission to the elements of the command.

e. Coordinating, for the commander, the personnel activities of the various elements of the command.

f. Supervising, in the name of the commander, the execution of plans and orders pertaining to personnel as individuals.

g. Recommending changes to plans, policies, and orders to insure the continuous efficient employment of the human resources of the command.

4. Specific Functions

a. The G1 has primary general staff responsibility for planning, coordinating, and supervising activities pertaining to—

- (1) Strengths.
- (2) Replacements.
- (3) Discipline, law and order, except with respect to the administration of military justice.
- (4) Prisoners of war.
- (5) Graves registration.
- (6) Morale and personnel services.
- (7) Personnel procedures.
- (8) Interior management.
- (9) Civilian personnel.
- (10) Miscellaneous—administrative matters not specifically assigned to another general staff section. Examples are Army Safety Program and marriage to foreign nationals.

b. Each of the foregoing functions is covered in a separate chapter of this manual, with the exception of miscellaneous. See FM 101-5 for additional discussion of specific duties.

5. Providing Information

The G1 presents to the commander that information which he requires to keep abreast of the personnel situation, and to make sound decisions. Information is analyzed and condensed to present only significant facts. Similarly, G1 furnishes other staff officers and units with the information required by them for consideration in formulating estimates and plans and in the proper performance of their other duties.

6. Estimating the Personnel Situation

As an adviser to the commander on personnel matters, the G1 must concern himself with a continuing analysis of the personnel situation. He must be prepared at any time to contribute to the commander's estimate of the situation. He therefore maintains an up-to-date analysis of personnel information which he uses to advise the commander and other members of the staff of any

personnel factors which may favor a given course of action or render it impracticable or undesirable from the personnel point of view. After receiving planning guidance from the commander he may prepare a detailed personnel estimate. For format and discussion of personnel estimate see FM 101-5.

7. Preparation and Dissemination of Plans and Orders

a. For discussion of phases and sequence of command and staff action from receipt of mission to attainment of objective see FM 101-5.

b. The personnel plan is based upon the decision of the commander. The G1 usually begins the preparation of his plan before the commander arrives at his decision, subsequently making such adjustment as necessary to best support the decision.

c. The personnel plan should be reexamined on completion to see that it adequately supports the current mission of the command and that it does not conflict with current policies.

d. When the plan has been approved by the commander, it may be disseminated to the command by means of—

- (1) Administrative order (personnel paragraph).
- (2) Messages.
- (3) Conferences.
- (4) Bulletins, circulars, letters, and memorandums.
- (5) Administration and logistics paragraph of operations order.
- (6) As an annex to operations order or administrative order.

e. The preparation and issuance of administrative orders is a responsibility of G4. G1 submits to G4 those paragraphs of the administrative order pertaining to personnel functions (normally par. 5). FM 101-5 contains a discussion and form of an administrative order.

8. Coordination

a. Coordination is the activity of securing and promoting the cooperation of all agencies contributing to an undertaking. Not only must G1 coordinate matters with other general staff sections and the comptroller, he must coordinate those functions of the special staff sections whose principal activities fall within the G1 general staff field for coordination. The special staff officers whose principal activities fall within the G1's general staff field for coordination are—

- (1) Adjutant General.
- (2) Chaplain.
- (3) Headquarters Commandant.

- (4) Staff Judge Advocate (except matters relating to the administration of military justice within the meaning of Article 6, Uniform Code of Military Justice).
- (5) Provost Marshal.
- (6) Special Services Officer.
- (7) Finance Officer.
- (8) Replacement Company (Battalion) Commander.
- (9) Civilian Personnel Officer.

b. Particular care should be taken to consult and coordinate with subordinate unit commanders when the matter being considered affects them.

9. Supervision

The staff responsibility of the G1 extends beyond the planning and coordinating phases. He must insure, for the commander, that the personnel plans, policies, orders, and instructions are being properly implemented in accordance with the unit's mission. Further, he must determine the adequacy of such plans, policies, and orders in order to suggest changes for improvement. G1 performs his supervisory functions by personal visits, inspections, and study of reports. His attitude must be one of genuine helpfulness. Only by maintaining constant surveillance over the operation of personnel matters can the G1 properly supervise these activities, and be aware of the collective effectiveness of the individual members of the command.

Section III. ORGANIZATION OF G1 SECTION

10. General

a. Personnel staff functions and procedures for armies, corps, divisions, and similar commands generally are the same. The principal difference is the time element and the scope of personnel problems encountered. The army G1 frequently plans from 1 to 2 months ahead while G1 of corps or division usually plans for a shorter period of time. The army G1 leads in the formulation of personnel policies. The corps and division G1's supervise the application of army personnel policies within their units, issuing such qualifying instructions as may be necessary.

b. The efficiency of the personnel system in a command is dependent to a great extent upon the organization and operation of the individual personnel sections in the various headquarters of the command. Such sections must be organized so as to fulfill the requirements of any sound organization. Organization is discussed in paragraphs 189 through 194.

11. Strengths

G1 sections will vary in strength according to the size of the

command and the desires of the commander in assigning personnel to his general staff sections. The G1 section normally is authorized only sufficient personnel to carry out general staff functions; G1's must not dissipate this strength by performing functions which are the responsibility and prerogative of the special staff. See paragraphs 14 through 17 for typical G1 sections.

12. Types of Organization

The organization of G1 sections at various levels of command is not prescribed by Department of the Army tables of organization. The organization normally is determined within each headquarters by the G1, subject to approval by the chief of staff and commander, and dependent on such factors as local operating conditions, the availability of personnel, and the amount of emphasis which must be placed in a particular situation on each G1 function. For example, such activities as supervision of prisoners of war, or of civilian personnel, may considerably influence the organization in some situations; in other situations they might be relatively minor activities.

a. The G1 section is broken down into divisions, and divisions further broken down into branches as required, each division being responsible for a major function.

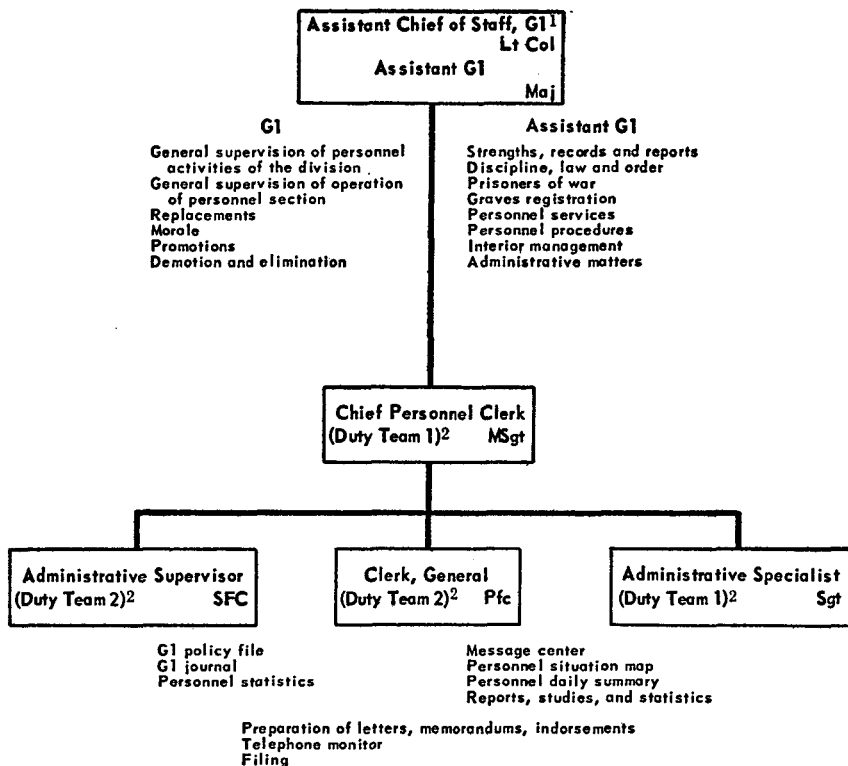
b. This functional type of organization groups together all personnel in the section concerned with a particular activity. To illustrate, a single division or branch coordinates and supervises promotion matters. It considers simultaneously promotion in relation to officer and enlisted personnel, both male and female. Nonfunctional organizations would place officer promotion under one subsection, enlisted promotion under another, resulting in duplication of effort and need for close coordination between these two subsections. Functional organization avoids such duplication, facilitates coordination, and avoids establishment of subsections which may seek to promote the interests of a particular category of personnel at the expense of the interests of other categories. Chapter 9 discusses principles of organization.

13. Division G1 Section

a. The division G1 section is specifically authorized two officers and one enlisted man (chief personnel clerk) by current tables of organization. However, to obtain flexibility in the general staff, the Department of the Army provides the division headquarters with additional enlisted men who may be assigned to various general staff sections, by the chief of staff, as the commander directs. From this bulk allocation the G1 section may

normally expect to be assigned an additional three enlisted men thus forming a G1 section consisting of two officers and four enlisted men.

b. The method of operation within the section is determined by G1. Since G1 duties necessitate visits to other staff sections, and subordinate, higher and adjacent headquarters, plus 24-hour operations in combat, it is required that both G1 and the assistant G1 be thoroughly familiar with overall policy procedure and operations. A typical distribution of duties and responsibilities within the section is shown in figure 1.



¹At division level the G1 and his assistant both supervise the details of all G1 activities. Some division of responsibilities might be made as shown.

²Possible duty team organization when 24-hour operation is required.

Figure 1. G1 section, division headquarters.

14. Corps G1 Section

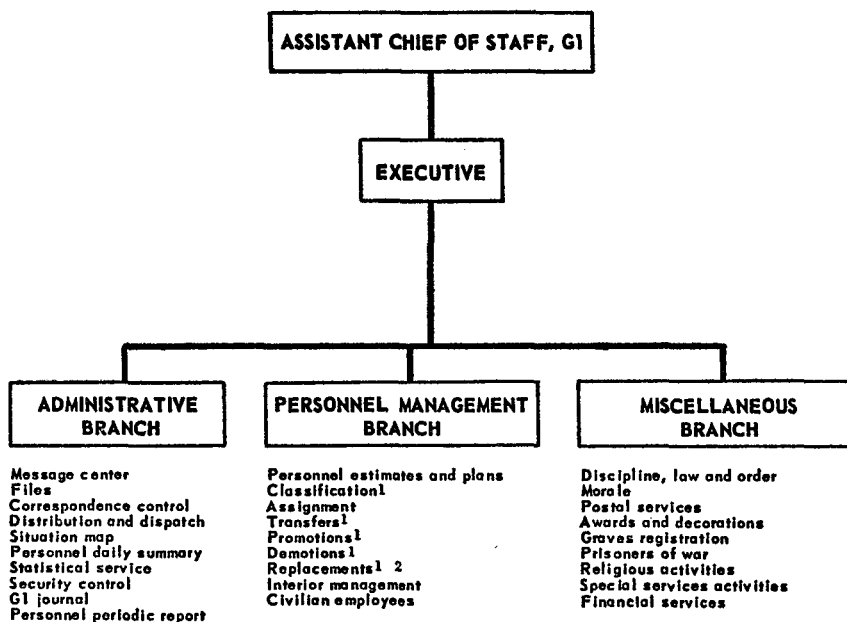
a. Although a corps is primarily a tactical command employing attached units, a corps commander is vitally concerned with the combat efficiency of the command as reflected by the strength, physical condition, morale, and efficient employment of the hu-

man resources of the corps. Therefore, a corps G1 has the same general functions as the division G1. This is particularly true for organic and assigned corps troops. G1's responsibilities for personnel matters relative to attached corps troops and divisions generally include recommendation for allocation of replacements and supervision of other activities to insure compliance with established policies. Corps G1 must also lend assistance within his means to all units concerning their personnel problems and he must present their requirements to army.

b. Corps G1 is concerned with recommendations for awards, decorations, promotions, demotions, leaves, rotation, and personnel actions having to do with morale, discipline, and combat efficiency of the units attached to corps. Normally, the commander will desire to see all actions affecting principal commanders in the corps.

c. There is no prescribed organization for a corps G1 section. Current tables of organization authorize four officers and four enlisted men for the section. A typical organization of a corps G1 section is shown in figure 2.

d. A corps operating independently has responsibilities paralleling those of an army. A personnel augmentation to enable the corps G1 to discharge his responsibilities will be required.



¹Handles these matters for organic personnel.

²Recommends allocation and priorities for all replacements.

Figure 2. G1 section, corps headquarters.

15. Army G1 Section

a. Army G1 has the same responsibility for army troops that the corps and division G1's have for their organic and assigned troops. In addition, he must formulate policy which has army-wide application and provide for the employment of attached army administrative units such as postal and machine records units. Army G1 deals *directly* with the division G1 in the matter of individual replacements. Corps G1 is not primarily involved, in this instance, as divisions submit requisitions direct to army headquarters with an information copy to corps. Furthermore, the area and large number of individuals, scope, and multiplicity of problems with which army G1's are concerned, far exceed those of corps and division.

b. A typical organization of an army G1 section is shown in FM 101-5.

16. Communications Zone G1 Division

A typical organization of a G1 division (section), communications zone headquarters is shown in FM 101-5.

Section IV. RECORDS AND REPORTS

17. General

a. Personnel records and reports furnish information to the commander and staff for use in making estimates, plans, decisions, and in supervising personnel activities. They fall into two general groups—one consisting of records and reports concerning the individual, and the other consisting of those concerning the command as a whole.

b. Personnel records and reports must be accurate and timely to be of value. Consequently, G1 must insure establishment of efficient administrative procedures including the use of machine records units wherever possible.

c. The G1 should be familiar with the reports control system as outlined in AR 335-15.

d. The effects of mass destruction weapons increase the requirement for protection of important records and reports. Storage locations and methods of storage for these records and reports should afford maximum protection against fire and blast damage. Consideration must also be given to duplication of certain basic records and maintaining them in alternate storage areas.

18. Value of Statistics to G1

a. Few staff officers deal more frequently with large groups of

numbers than does the G1. Few personnel problems are solved satisfactorily without making use of facts gained from statistical data, or from the analysis of statistical studies or of data already available from records and previous reports.

b. The G1 has many uses for statistical data. They provide him with a knowledge of the present status of personnel matters and with a history of past experience in these matters.

19. Individual Personnel Records and Reports

These include records and reports incident to individual assignments, transfers, promotions, awards, discipline, pay, TDY, leave, physical condition, military occupational specialty casualties, and other related items. The G1 is responsible for insuring that these are kept current and complete by the responsible agency.

20. Unit Personnel Records and Reports

These consist of records and reports showing the status of personnel matters in the command as a whole. They serve to keep the commander, his staff, and higher headquarters informed of the personnel situation in the command. They may include—

- a. The personnel daily summary.
- b. The periodic personnel report.
- c. Casualty and nonbattle loss reports.
- d. Morning reports.
- e. Daily admission and disposition reports.
- f. Personnel requisitions.
- g. Disciplinary reports.

21. G1 Records and Reports

In addition to the records and reports enumerated in paragraphs 19 and 20 the G1 must maintain other records to assist him in carrying out his functions. These include—

- a. G1 journal.
- b. G1 worksheet.
- c. G1 policy file.
- d. Personnel situation map.
- e. Personnel loss estimates.
- f. Personnel loss rate tables.
- g. Standing operating procedure.

22. G1 Journal

The G1 journal consists of a brief chronological record of activities and supporting documents such as messages, orders, and reports. The purpose, use, and form of a G1 journal are the same as for journals used by other staff sections in headquarters and are discussed in FM 101-5.

23. G1 Worksheet

The G1 worksheet is an indexed assembly of personnel portions of current orders, messages, directives, and decisions. It is used in the preparation of personnel estimates, plans, orders, and periodic reports. For an example and further discussion of this record see FM 101-5.

24. Policy File

A G1 policy file is a summary of the current policies of the commander, of higher headquarters, and of basic operating principles for the personnel section. It covers all G1 activities and functions and is based on existing orders, on experience, and on past decisions of the commanding general. The purpose of keeping such a file is to—

- a. Provide a source of ready reference for the G1.
- b. Insure continuity of action in the G1 section.
- c. Enable personnel joining the G1 section to acquaint themselves with the personnel policies of the commander.

25. Personnel Situation Map

The personnel situation map shows current installations and unit dispositions which affect personnel activities. These may include actual and proposed future locations of headquarters of major units, replacement units, machine record units, special services units, graves registration units and collecting points, cemeteries, quartermaster bath and laundry units, hospitals, prisoner of war installations, straggler lines, military police units, civilian collecting points, numbered finance disbursing units, army postal units, and rest area locations. It is from this map that the personnel portion of the administrative map or overlay, which accompanies the administrative order, is prepared.

26. Standing Operating Procedure

As many instructions as practicable concerning routine activities for which G1 has general staff responsibility should be incorporated in standing operating procedure during training and prior to the time the unit becomes operational. This promotes teamwork and administrative efficiency and reduces the necessity for the preparation and dissemination of many administrative instructions. See FM 101-5, for a discussion of standing operating procedure.

27. Periodic Personnel Report

- a. The periodic personnel report is a report assembled by the

G1/S1 section and submitted to the organizational or higher commander periodically, or on call, in which the personnel situation is shown through the presentation of pertinent data. The items covered in the periodic personnel report include the entire scope of personnel activities for a command for a given period of time.

b. The value of this report is twofold. First, it permits a commander and interested staff officers periodically to obtain a recapitulation of facts pertaining to all personnel activities within the command. By comparing these facts with those in previous reports, the commander and the staff can readily determine those activities requiring more attention, as well as the subordinate units in which such attention is necessary. Second, it may form the basis of the personnel portion of the Command Report (SR 525-45-1).

c. Much of the data listed in the periodic personnel report is obtainable from records in the G1 section and in special staff sections of the headquarters, especially in the adjutant general section, and in machine record units. *Subordinate units should be required to submit data only when such is not available in the headquarters.*

d. A form and an example of a periodic personnel report are contained in FM 101-5.

CHAPTER 2

STRENGTHS

Section I. STRENGTHS

28. General

a. Since strengths provide a major indication of fighting capabilities, strength data, both current and projected, are essential to the commander and staff in determining the effectiveness of the command. Present strengths and estimated projected strengths are important considerations in the preparation of the commander's estimate of the situation. Current and accurate strength figures are indispensable if the commander is to make sound and timely decisions.

b. G3 must consider the strength of subordinate units in the formulation of operations plans.

c. G4 utilizes strength figures in determining logistical requirements.

d. G1 is responsible for the establishment of an effective system to provide the commander and staff with required strength information. He interprets records and reports and makes timely recommendations to the commander on personnel actions. Normally, the G1 should summarize strength information in chart or graph form for maximum convenience and clarity.

29. Strength Reports

The principal reports available to G1 for strength data are—

a. Personnel daily summary.

b. Personnel loss estimates.

c. Casualty and nonbattle loss reports.

d. Periodic personnel reports.

e. Morning reports.

Except for morning reports and periodic personnel reports, the purpose, form, and contents of these reports are discussed in this chapter.

30. Personnel Daily Summary

a. The personnel daily summary is the most effective means employed by G1 to convey promptly to the commander, his staff, and higher headquarters, the latest personnel information resulting from the unit's actions for any given period. The personnel

daily summary (see FM 101-5 for form) is prepared at the division level as of approximately 1800 each day from information obtained from subordinate assigned units and attached combat units. See b(1)(c) below for attached service units. This information from subordinate units usually is transmitted by telephone in code. The form contains information relative to authorized and assigned strengths, daily and cumulative losses, days in combat, replacements, and prisoners of war. The *form* itself is *not* forwarded. Only the *consolidated* figures therefrom are transmitted through command channels to theater Army headquarters. The G1 is responsible for the timely transmission of the consolidated figures discussed below to the next higher headquarters.

b. Divisions, corps, and armies consolidate successively and transmit personnel daily summary figures for the 24-hour period, normally from 1800 to 1800. The figures transmitted by the various echelons of command are discussed below.

(1) *Division.*

- (a) As soon as practicable after 1800 each day, the adjutants (S1's) of all organic units and attached combat units transmit to the division G1 section figures on *daily* losses, gains, and prisoners of war captured by the unit. The division G1 section enters these figures in the appropriate columns of the personnel daily summary form. See FM 101-5 for form of personnel daily summary.
 - (b) The complete personnel daily summary would be used to brief the division commander and staff. However, the figures transmitted to corps by telephone, or by other electrical means, will consist only of the following: totals for division, totals for each infantry regiment, and totals for each attached nondivisional combat unit.
 - (c) Normally once each week, each division transmits to corps an additional *total* set of consolidated figures for service units attached to the division.
- (2) *Corps.* The corps G1 section enters on its personnel daily summary form the figures received from the divisions and makes separate entries for each nondivisional combat unit operating directly under corps control. This is the form in which it is presented to the corps commander and staff each day. However, the daily summary figures transmitted to army consist of separate totals for *each* division and a *consolidated total of all nondivisional combat troops* assigned or attached to

corps, including those attached to and reported by divisions. Once each week, corps transmits to army an additional total set of consolidated figures entitled "Headquarters and Service Troops." This latter total comprises the consolidated figures for the headquarters and headquarters company of the corps and all service units assigned or attached to corps, including those service units attached to and reported by divisions.

- (3) *Army.* The army G1 section enters on its personnel daily summary form the figures received from the corps and makes separate entries for each combat unit operating directly under army control. In transmitting the personnel daily summary to higher headquarters, the only consolidation of figures made is for the combat units operating directly under army control. *Otherwise, the figures are transmitted exactly as received.* Once each week, army transmits the total figures received from each corps for headquarters and service troops and an additional *total* set of figures entitled "Headquarters and Service Troops, Army." This latter total comprises the consolidated figures for the headquarters and headquarters company of the army and all service units assigned to and operating directly under the control of the army.

c. Because the personnel daily summary must reach the army G1 by 0600 daily, it is transmitted by the most expeditious means available, generally by telephone. When electrical transmission means are used, proper security measures must be taken.

d. Accuracy of the personnel daily summary is dependent on the information submitted by subordinate units from which the summary is compiled. The adjutant general receives reports which, in effect, duplicate the information contained in the daily summary but which are more accurate. However, these reports are forwarded through administrative channels and are received much later than the daily summary. Also, adjutant general figures do not include personnel reported "missing in action" on the personnel daily summary until a sufficient time has elapsed to recover or find missing personnel who may have evaded capture, been wounded and evacuated, or mingled with an adjacent unit. It is advisable for G1 to check the daily summary entries periodically against the records maintained by the adjutant general, surgeon, chaplain, quartermaster, and provost marshal to verify daily figures and adjust variances in totals. It is equally important for unit S1's to adjust unit cumulative totals on succeeding reports, as corrected information is received.

Section II. CASUALTY AND NONBATTLE LOSSES AND LOSS REPORTING

31. General

a. The requirement for prompt, complete, and accurate casualty information can be met by following the procedures outlined in this section and pertinent regulations. Commanders must stress the responsibility of each individual to report essential information promptly and accurately. Unless such information is reported promptly it may become distorted or lost entirely during combat.

b. The G1 is interested in personnel losses for two reasons—

(1) The effect on morale and the effectiveness of personnel of the command.

(2) Vacancies created in the command. These vacancies in turn create requirements for—

(a) *Replacements.* The correct number and types of trained individuals, to fill vacancies.

(b) *A replacement system.* The system of replacement installations in which replacements are received, billeted, processed, trained, assigned, and shipped to the units when and where needed.

(c) *Replacement system control.* The estimates, requisitions, allocations, and assignment directives used to control the flow of replacements to the proper units at the proper time.

32. Types of Personnel Losses

a. *Casualties.* All persons within the purview of AR 600-400 whose services are lost to their organizations, permanently or temporarily, because of death, wound or injury, missing, capture or internment, providing such loss is incurred in action, are classed as casualties. "In action" characterizes the loss as having been the direct result of hostile action; sustained in combat and related thereto; sustained going to or returning from a combat mission provided the occurrence was directly related to hostile action; the result of actions of our own or allied forces while engaging hostile forces. Casualties are grouped within the following categories:

(1) Killed in action.

(2) Missing in action.

(3) Captured.

(4) Interned.

(5) Died as a result of wounds or injuries received in action.

- (6) Wounded or injured in action (except deaths as listed in (5) above).

b. Nonbattle Losses (Nonbattle Dead, Missing, and Evacuated Sick and Injured). All persons within the purview of AR 600-400 who are dead, missing, or evacuated as sick or injured, provided such loss is not the result of "in action" are classed as nonbattle losses. This category includes those who are evacuated because of mental disorders, self-inflicted wounds and injuries, and injuries due to the weather. Those who incur injuries during training and noncombat operations are also classed as nonbattle losses.

c. Administrative Losses. All losses not classified as casualties or nonbattle losses are administrative losses. They include discharges, transfers to other units, desertions, absences without leave, penal confinement, and rotational losses.

33. Casualty and Nonbattle Loss Reporting

a. Casualties and nonbattle losses are reported to The Adjutant General in accordance with instructions contained in the SR 600-400 series.

b. Casualty and nonbattle loss reporting serves a twofold purpose—

- (1) It furnishes The Adjutant General or other responsible notifying agency with complete data on casualties and nonbattle losses for use in notifying an emergency addressee, as well as providing data for the settlement of pay, insurance, pension, and disability claims.
 - (2) It provides the various agencies of the Department of the Army, Theater, and subordinate headquarters with information necessary for the compilation of loss rate tables, and estimated replacement requirements, and facilitates accurate personnel strength accounting.
- c.* See AR's and SR's of the 600-400 series for further details.
d. See AR 360-5 for public release of information.
e. See SR 320-50-1 for authorized abbreviations.

34. Casualty and Nonbattle Loss Data Requirements

a. General. Each echelon of command needs casualty and nonbattle loss data.

b. Theaters. Theaters require data concerning—

- (1) Gross losses, including casualties and nonbattle losses for short and long periods, by branch, by military occupational specialty, and by grade, in order to plan replacement distribution.
- (2) Net losses under various evacuation policies, including

casualties and nonbattle losses by branch, by military occupational specialty, and by grade, as a basis for theater replacement estimates and personnel requisitions.

- (3) Hospital recovery rates by type of casualty and nonbattle loss and by time period, to plan the distribution of hospital returnees.

c. Communications Zone. Communications zone headquarters require long-period nonbattle loss rates by branch, by military occupational specialty, and by grade, as a basis for replacement estimates.

d. Armies. Armies require gross casualty and nonbattle loss rates for short and long periods by branch, by military occupational specialty, and by grade. These data are used to forecast the effect upon the command, in casualties and nonbattle losses, of tactical courses of action under consideration for the command, as a basis of replacement estimates, and as a basis for planning the distribution of available replacements.

e. Corps. Corps operating independently require the same loss data as armies. Corps operating as part of an army require the same loss data as divisions.

f. Divisions. Divisions require casualty and nonbattle loss data for short periods, by branch and by grade, to estimate casualties and nonbattle losses which will result under different contemplated courses of action, and to plan distribution of replacements who become available.

35. Organization for Casualty and Nonbattle Loss Reporting Within a Theater

A casualty subsection normally is organized in the adjutant general's section of a theater army headquarters. Within each major subordinate command of the theater army forces down to and including division level, a casualty subsection functions within the adjutant general's section. Responsibility for the operation of casualty and nonbattle loss reporting rests within this agency.

Section III. PERSONNEL LOSS ESTIMATES

36. Compilation of Casualty and Nonbattle Loss Experience for Estimate Purposes

a. In the early phase of a war, the only casualty and nonbattle loss experience available is that of preceding wars. Generally, casualty and nonbattle loss information is available in field manuals to commanders at all levels. Detailed studies of specific areas, operations, and conditions are available in the files of The

Surgeon General and The Adjutant General. *Before this experience can be used as a basis for estimating losses or replacement requirements for a future operation, it must be modified by evaluating and comparing past and present conditions and by adjusting past experience to changed conditions.*

b. As war progresses each echelon of command collects and uses its own casualty and nonbattle loss experience, which reflects more accurately the condition with which it is confronted. From combat divisions to the Department of the Army, casualty and nonbattle loss data are collected and compiled as outlined in paragraphs 31 through 35, evaluated, and translated into loss rate tables which are used as a basis for future loss estimates and replacement requirement estimates. During wartime, analyses of casualty and nonbattle loss data are published by army and higher headquarters for use of higher, adjacent, and subordinate headquarters. Statistics on loss rates compiled by Army and higher headquarters normally are more accurate than those compiled by division or corps.

37. Factors Influencing Casualty and Nonbattle Loss Rates

There are many factors which influence the loss rates for a particular unit or force operating under a particular set of conditions. No two situations are exactly alike. The following factors are used in analyzing loss experience and anticipated situations for the purpose of determining applicable loss rates. The degree of influence of each factor varies with the particular situation.

a. Location.

- (1) *Casualties.* The highest casualty rates occur in front-line units, and the rates decrease from front to rear. Most casualties occur forward of the army rear boundary. In the past, casualties occurring in the communication zone and zone of interior have been spasmodic, unpredictable, and relatively negligible. However, it can be expected that employment of mass destruction weapons by the enemy will increase the casualty rates in the combat and communications zone, and possibly in the zone of interior.
- (2) *Nonbattle losses.* Nonbattle losses occur wherever troops are located. However, exposure to the elements and mental and physical exhaustion due to extended periods of combat make *the nonbattle loss rate higher in combat units.*

b. Type of Operation.

- (1) Casualty rates vary greatly depending upon the type of operation in which the force is engaged. For instance—

- (a) *Attack* of a hostile shore prepared as a *defensive zone* and manned by a capable and determined enemy is one of the most costly planned operations. The first day of any attack usually is more costly than succeeding days. In the attack the killed, captured, and missing rates increase more rapidly than the wounded rates.
 - (b) The lowest casualty rates occur during the *pursuit*.
 - (c) The *defense* is less costly than the attack but more costly than the pursuit. In the defense, there is an increase in captured and missing rates.
 - (d) The most costly operation of all is a large scale enemy offensive that results in a rout of friendly forces.
 - (2) Nonbattle loss rates are not greatly affected by types of operations.
- c. *Terrain.*
- (1) The effect of terrain on the casualty rate is difficult to separate from the type of operation and the character of the enemy. A capable defender utilizing difficult terrain will cause the casualty rates of the attacking force to rise, at the same time keeping his own casualty rates to a minimum. The sea, rivers, mountains, and level terrain in the path of an attacking force influence the casualty rate of that force.
 - (2) Nonbattle loss rates normally are not affected directly by the terrain.
- d. *Character of the Enemy.*
- (1) The character of the enemy affects the casualty rate. The equipment, organization, capabilities, and individual soldier's ability and tenacity are factors to be considered.
 - (2) Different enemies have different characteristics. One may have more and better artillery or tanks. One may employ mass tactics while another may depend on skill in maneuver. The soldiers of one enemy may be more fanatic, while those of another may be more skillful.
 - (3) Even within a single enemy force there may be considerable difference between organizations. The same type units may be differently equipped and have different fighting abilities due to training, physical standards, age, and other factors.
- e. *Weather and Climate.*
- (1) Weather influences casualty rates for a particular operation. Bad weather *reduces casualty* rates by restricting movement, which tends to cut down on combat activ-

ity. Poor visibility accompanying bad weather reduces the accuracy of enemy fire, which tends to *reduce* the *killed* and *wounded* rates, and makes effective control of small combat units more difficult, thereby *increasing* the *captured* and *missing* rates.

- (2) Nonbattle loss rates are most affected by the seasonal variations of the weather and the general climatic conditions of the area. In the rainy season in tropical climates and in the winter season in temperate and extreme cold regions, the respiratory disease rates increase significantly. Tropical climates have the highest communicable disease rates. Temperate zones are plagued with respiratory disease and to a lesser extent with other communicable diseases. The extreme cold regions have as their major afflictions, nonbattle injuries and the common respiratory diseases. Since the disease rate makes up such a large part of the nonbattle loss rate and since disease is the most frequent cause of all losses, the overall loss rate has seasonal variations and depends upon the region in which the force is operating.

f. Condition, Training, and Morale of Troops.

- (1) Units whose men are physically and mentally fit have fewer casualties than troops who are not in good condition. Well trained troops with good leadership, high morale, and in good physical condition are more alert and take extra precautions which save lives and reduce casualties. They can withstand long periods of strenuous combat activity, lack of regular sleep, and constant exposure to the enemy and the elements better than troops who are not as well conditioned mentally and physically.
- (2) The physical and mental condition of troops is reflected to an even greater extent in the nonbattle loss rate. When their mental condition is at a low ebb, the losses from neuropsychiatric causes increase.

g. Duration of Combat.

- (1) It has been proved that battle-experienced units have fewer casualties than units newly exposed to battle, and it has been conceded generally that there are normally fewer casualties among veteran soldiers than new replacements.
- (2) At the other extreme, higher loss rates occur among combat soldiers who have been exposed to continuous combat for long periods. One reason for this is the in-

creased incidence of neuropsychiatric cases in direct proportion to the length of combat. The period of usefulness of combat veterans can be extended by proper application of leaves, passes and temporary duty for rest and relaxation, utilization of rest camps, limited unit rotation, and individual rotation.

h. Sanitation and Preventive Medicine. Sanitation and preventive medicine reduce the nonbattle loss rate by decreasing the incidence of disease and nonbattle injury. Immunization against smallpox, tetanus, typhoid, typhus, yellow fever, and cholera keep the loss rates from these diseases to a minimum. Drugs such as chloroquin are effective against some diseases. The prevention of insect borne diseases is approached by gaining control over the environment through sanitary measures. Proper indoctrination of troops and adequate supervision will lessen the incidence of such conditions as trench foot and immersion foot. Therefore, effective preventive measures reduce the nonbattle loss rate.

38. Loss Estimate Procedures

a. Estimating personnel losses in war is not an exact science even under the most favorable conditions. There will always be some error in estimating future losses because the causes of losses cannot be controlled completely. However, the smaller the error in the estimate, the more correct will be the distribution of available replacements, and the more efficient will be the use of manpower.

b. The first step in making a loss estimate is to analyze and evaluate those factors in the anticipated situation which influence the casualty and nonbattle loss rates (apr. 37). The G1 obtains information concerning plans and anticipated conditions from G3 and G2.

c. The second major step in making a loss estimate is to select the latest parallel situation for which the loss rates are known, for analysis based on the factors which influence the casualty and nonbattle loss rates. The G1 obtains detailed loss experience of past operations from the surgeon and adjutant general. From comparison of the past situation and the anticipated situation, the casualty and nonbattle loss rates for the anticipated situation may be closely approximated.

d. The last step is to apply the loss rates to the strength of the force for the planned operation. From loss experience data the required estimate of the losses by military occupational specialty, by grade, and by branch may be obtained. These percentages too may have to be modified to fit the anticipated situation (FM 101-10).

39. Administrative Losses

Since administrative losses vary with changing personnel policies, experience data are generally not of value for forecasting. Under certain conditions, individual items within administrative losses may become of such proportions and stabilization as to be reliable for forecasting losses. For example, individual rotation when implemented, will be a large single cause of administrative losses. Based on data available and experience gained it will be possible to make reasonably accurate forecasts of losses because of rotation.

CHAPTER 3

ARMY REPLACEMENTS, THEATER OF OPERATIONS

Section I. REPLACEMENT REQUIREMENTS

40. Estimates

a. Replacement planning for *divisions, corps, and army* must provide for replacements for estimated casualty and nonbattle losses and foreseeable administrative losses. The division and corps are primarily concerned with short period estimates, army with long period estimates. See paragraphs 36 through 39 for development of personnel loss estimates data.

b. Losses in airborne operations must be computed for forces enroute to the objective area, as well as those forces engaged in the conduct of operations within the airhead after landing. Requisitions for initial replacements for units engaged in assault airborne operations are based on estimated, rather than actual losses. This is due to the technical training required for individuals in airborne units, the usually heavy losses incurred by assault units early in operations, the fact that time and facilities are available to integrate replacements in advance of the operation, and the consequent reduction in time-lag in delivery of replacements. At a designated time subsequent to an airborne assault, perhaps D+2, airborne units commence personnel requisitioning under the same procedure as prescribed for other units (FM 57-30).

c. Replacement support for a large amphibious operation must be planned well in advance in order to insure availability of adequate numbers of suitable replacements and integration of the replacement plan with the logistical plan. Every effort must be made to provide qualified replacements in the beachhead early in the operation in order to maintain the combat effectiveness of the supported units.

d. Loss rates applicable to communications zone estimates includes those losses for which replacements are required. In addition, requirements planning must include provisions for fillers for newly activated units.

e. At theater army level, estimates of the losses of major subordinate commands, field army(s), and communications zone are used as a basis for allocation and distribution of available replacements in planning the operation of the theater army re-

placement system. In addition, estimates of personnel who return to duty from hospitals within the theater, and of theater personnel who will be trained to fill replacement requirements of combat and service units must be considered in planning the allocation and distribution of replacements, and in planning the operation of the theater army replacement system. Therefore, replacement requirements estimates for the theater are based on theater loss rates including administrative losses modified by the rate at which personnel become available from sources within the theater including gains through reclassification and reassignment.

41. Loss Rate Tables

FM 101-10 contains loss rate tables, based on experience data obtained in World War II.

Section II. REPLACEMENT SOURCES

42. General

a. The two basic sources of replacements for the theater are—

- (1) *Replacements from the zone of interior.* These have been completely trained for specific military occupational specialties in the zone of interior and arrive in the theater fit for immediate assignment to positions for which trained, subject to necessary processing and indoctrination. Assignment of these may be as individuals, teams or as units, depending on the procedures in effect for training and shipment of replacements from the zone of interior. Theater accountability for this personnel commences upon their debarkation in the theater.
- (2) *Replacements from sources within the theater.* These consist of individuals who become available within the theater for assignment or reassignment as follows:
 - (a) Recovered sick, injured, and wounded personnel.
 - (b) Personnel rendered surplus by—
 1. Inactivation of units.
 2. Reduction of bulk personnel authorization.
 3. Reduction of authorized strengths of units organized under tables of organization and equipment.
 - (c) Personnel inducted, enlisted, or appointed within the theater.
 - (d) Personnel from service units and activities retrained for combat duties.
 - (e) Personnel returned to duty from disciplinary installations and from captured and missing status.
 - (f) Personnel made available by the intratheater rotation program.

b. The flow of replacements through the theater army replacement command and field army replacement system is shown in figure 5.

43. Recovered Sick, Injured, and Wounded Personnel

a. *Status.* Within the theater, the Department of the Army Medical Holding Detachment exists for the purpose of relieving hospitalized personnel from the troop strength charged to the theater. Casualties and nonbattle losses evacuated to hospitals in the combat zone are dropped in accordance with theater policy from the rolls of their units and from the troop strength of the theater and are carried on the rolls of the Department of the Army Medical Holding Detachment. Such patients will be further evacuated to hospitals in the communications zone or retained in the combat zone depending upon the estimated duration of treatment. Patients from units in the communications zone are similarly transferred to the Department of the Army Medical Holding Detachment in accordance with theater policy.

b. *Flow From Hospitals.*

- (1) After hospitalization is completed, patients are relieved from the Department of the Army Medical Holding Detachment. They are transferred to units of the theater army replacement command and become charged to the theater strength as part of the replacement stockage. Those who are physically and emotionally qualified for return to their former duties are returned to their former unit through replacement command channels without requisition. Those no longer qualified for their former duties are reassigned by the theater army replacement command, with or without reconditioning and retraining as necessary. Suitable positions for such personnel are found within the service elements of combat units and in service units and overhead installations in the communications zone.
- (2) Personnel hospitalized within the combat zone who are not evacuated to hospitals in the communications zone may be returned through replacement channels or direct to their unit with proper notification to the supporting replacement installation.
- (3) Personnel from installations in the communications zone who are hospitalized for less than period of time specified by theater remain assigned to their units, being attached to the hospital detachment of patients. They remain charged to the theater strength. They usually

are returned direct to their units upon completion of hospitalization.

44. Personnel Rendered Surplus

a. General. Changing requirements of war frequently result in inactivation of units or reduction of authorized strengths in the theater. This causes an excess of personnel within certain units or commands. It is the responsibility of the theater army G1 to determine the disposition of personnel rendered excess.

b. Reduction in Authorized Strength.

- (1) *By Department of the Army action.* When tables of organization and equipment strengths or bulk authorizations are reduced by the Department of the Army, the theater absorbs any excess personnel thus created. This may be done by the unit, if under strength; by a higher command; or the excess may be transferred to the replacement system.
- (2) *By action of theater.* In emergencies, theaters can increase availability of replacements or decrease requirements by imposing on tables of organization and equipment units lower strengths than authorized by the Department of the Army. In this manner, the theater army commander may call on the communications zone commander or an army commander to give up stated numbers of men from service units and activities for retraining as combat replacements over a period of time on a prescribed schedule, with or without replacement.

c. Replacement Surpluses. Surpluses also may be created by unexpected low net loss rates due to—

- (1) Unforeseen effectiveness of medical treatment.
- (2) Adoption of longer evacuation policy.
- (3) Gross losses lower than anticipated.

d. Reassignment of Excess Personnel. Generally, it is advisable to reassign excess personnel through the replacement system. The replacement system is better organized to handle transient personnel than other commands; has better facilities for classification and reassignment, with additional training if required; and has better knowledge of the overall and relative needs of all commands. Other units may have greater need of replacements than the major command in which the personnel become surplus. In this connection it should be noted that critically needed specialists, as defined by the Department of the Army, will not be converted, but any accumulated surplus will be reported to the Department of the Army.

45. Personnel Enlisted, Inducted, or Appointed Within the Theater

a. In National Territory. When National Territory is included in the theater (as in Hawaii, Puerto Rico, and Alaska, for example), induction or enlistment may be authorized.

b. In Territory of an Ally or Cobelligerent.

- (1) United States' citizens resident in the theater may enlist or may be inducted, subject to international agreement.
- (2) Citizens of any ally which has no army in being may enlist, subject to international agreements.

c. Theater Appointment of Officers. Theater appointment is a source of officer replacements but creates enlisted shortages.

- (1) *Battlefield appointments.* Qualified enlisted men who, in action against the enemy, have demonstrated small-unit leadership comparable to that required of a second lieutenant in one of the combat arms may be given direct appointments (ch. 8).
- (2) *Direct commissions and other appointments.* Direct commissions of qualified enlisted men in the theater, other than battlefield appointments, usually are made through a reviewing board which interviews the applicant and ascertains his qualifications before appointment.

46. Personnel Rotated Between Combat and Noncombat Units

a. Large numbers of personnel will be unfit for combat duty after hospitalization. This will necessitate a program for utilization of such personnel. Maximum manpower utilization in the theater requires the exchange of such recovered personnel, after suitable conversion training, for those individuals in service units and activities who are physically and mentally fit for combat duty. This procedure may be in addition to, independent of, or in conjunction with an arbitrary strength reduction and is normally a continuous operation.

b. In addition to rotation to accomplish action indicated in *a* above, there exists in any prolonged war a need for policies by which selected individuals from combat units will be rotated to noncombat units. The purpose of such action is to preserve the usefulness of the individual and consequently to conserve military manpower (par. 138).

c. Rotation of individuals will be accomplished through the medium of the replacement system.

47. Personnel Returned From Disciplinary Installations and From Captured and Missing Status

a. Personnel returned from disciplinary installations (having been dropped from unit rolls) are returned and reassigned through the replacement system to units in accordance with their capabilities. They should not be reassigned to their former units.

b. Personnel captured by the enemy and then recovered normally are hospitalized, and may be returned to duty in accordance with Department of the Army and theater policies. When retained within the theater such personnel are returned to duty through the replacement system.

c. Personnel recovered from a missing status within the combat zone generally are returned direct to their respective units, while those recovered within the communications zone generally are returned to duty through the replacement system unless subject to disciplinary action due to absence without leave or desertion.

Section III. THEATER ARMY REPLACEMENT SYSTEM

48. General

a. *Current Doctrine Versus Future Concepts.* The G1 should be alert to changing concepts of warfare and be prepared to adopt those procedures best designed to increase the efficient operation of the replacement system. The sections and paragraphs which follow outline current replacement procedures. They are based on extensive operating experiences in World War II and action in Korea. The employment of mass destruction weapons will render some of these procedures obsolete. The areas most likely to be affected are—

- (1) Dispersion of replacement installations. It will no longer be possible to concentrate a large number of replacements in a staging area or replacement depot. Dispersion is essential to survival in an atomic war.
- (2) Substitution of unit replacements for individual replacements. This is occurring on a small scale at the present time with the four-man packet and platoon packet. The current Army unit rotation of peacetime units to and from oversea theaters will provide valuable operating experience and facilitate the transition to a unit replacement system in war.
- (3) Employment of air transportation to deliver replacements as far forward in the battle area as possible. This will reduce stockage requirements in replacement units.

b. Purpose. The theater army replacement system is designed to support the continued effectiveness of theater army units by providing for their maintenance at authorized strengths, and by contributing to the efficient use of available theater army manpower. It provides for the procurement, reception, classification, distribution, training, and assignment, within the theater, of all army nonpermanent party personnel (except the Department of the Army Medical Holding Detachment).

c. Principles. The basic principles for the organization and operation of a theater army replacement system are—

- (1) A theater army replacement command, if required, operates as a separate command directly responsible to the theater army commander.
- (2) All army nonpermanent party personnel in the theater, except those delivered to the field armies and those in the Department of the Army Medical Holding Detachment, are under the control of the theater army replacement command.
- (3) Replacements are provided for the sole purpose of maintaining units at authorized strengths by replacing losses from all causes. *They are not used for other purposes without the prior specific approval of the Department of the Army.*
- (4) A continuous army personnel audit must be maintained for the purpose of locating—
 - (a) Potential assignments within the theater for men rendered incapable of further combat duty.
 - (b) Men capable of combat duty who are currently assigned to positions that can be filled by personnel no longer qualified for combat duty.
- (5) A training and assignment program must be provided to insure the prompt reassignment to appropriate duties, with or without retraining as necessary, of men—
 - (a) No longer physically capable of performing their previous duty assignments.
 - (b) Physically capable of performing combat duty who can be withdrawn from service units and activities.
 - (c) Converted from one branch to another to prevent the accumulation of idle manpower and the wastage of skills.

d. Planner. The principal planner for theater army is the theater army G1 assisted by the adjutant general.

e. Agencies. The principal agencies of the theater army commander for the planning and operation of the theater army replacement system are—

- (1) The theater army replacement command.
- (2) The field armies.

49. Theater Army Headquarters

a. The Theater Army G1. The principal replacement responsibilities of the theater army G1 include—

- (1) Advice to the commander and staff on matters relating to replacements and the operation of the theater army replacement system.
- (2) Preparation of estimates of army personnel replacement requirements.
- (3) Supervision of the preparation of personnel requisitions to be submitted to the Department of the Army.
- (4) Preparation of *general* plans and policies relating to the receipt, processing, and distribution of army replacement personnel.
- (5) Preparation of plans and policies relating to the system of army personnel requisitions within the theater.
- (6) Preparation of *general* plans and policies to govern the assignment of replacement personnel from replacement units of the theater army replacement command, and from replacement units of other theater army commands.
- (7) Coordination and supervision of personnel audits to insure the best utilization of army manpower within the theater.
- (8) Supervision of the preparation of theater army personnel records and reports affecting army replacements and other nonpermanent party personnel in the theater.
- (9) Preparation of plans and policies relating to disposition of recovered army hospital patients, theater army overstrengths, and other army nonpermanent party personnel.

b. The Theater Army Adjutant General. The theater army adjutant general is responsible for—

- (1) The maintenance of all army personnel strength and status records with which theater replacement requirements estimates are computed.
- (2) Preparation of theater army personnel requisitions as directed by the theater army G1.

50. Replacement Channels

Command, administrative, and logistical channels within the theater army replacement system are shown in figure 3. Channels

for requisitions and estimates are shown in figure 4. Channels for shipping directives and flow of replacements are shown in figure 5.

51. Theater Army Replacement Command

The theater army replacement command is the operating agency for the theater army replacement system in rear of the field armies. The details of its organization and functions are contained in paragraphs 59 through 64.

Section IV. PERSONNEL REQUISITIONS AND DISTRIBUTION BY THEATER ARMY

52. General

a. The army personnel requirements of a theater of operations are indicated to the Department of the Army through personnel requisitions submitted periodically (usually monthly) by the theater army headquarters. These requisitions reflect anticipated personnel requirements because of the time required to procure, train, and ship qualified individuals from the zone of interior to units in theaters of operation.

b. These requisitions reflect bulk personnel requirements of the theater army by branch (not by military occupational specialty) for the third month following the date of the requisition.

c. At the same time that a theater army headquarters prepares and submits its monthly *requisition* for personnel, it prepares and submits to the Department of the Army *estimates* of its future personnel needs for subsequent periods. Together, the requisitions and estimates normally cover a period of 8 months. For example, requisitions and estimates prepared and submitted to the Department of the Army, in January are based upon strength data as of 31 December and indicate definite personnel requirements for arrival in the theater during March and tentative requirements for April, May, June, July, and August.

d. In addition, periodically (normally every 3 months) the theater army headquarters prepares and submits to the Department of the Army, theater rate tables which reflect for each branch separately, the number of individuals in each military occupational specialty required for each thousand replacements of that branch. Theater rate tables are used by the Department of the Army in—

- (1) Filling theater bulk requisitions.
- (2) Determining the zone of interior training objective, by military occupational specialty, in each of the branches.

53. Theater Army Requisitioning Compared to Unit Requisitioning

a. Theater Army Headquarters.

- (1) Requisitions are prepared *in advance* for theater army requirements.
- (2) Requisitions are for personnel *in bulk*, by branch only. Military occupational specialty titles are not indicated.

b. Field Army Headquarters.

- (1) Field armies submit loss estimates and *not* requisitions for requirements.
- (2) Replacements are forwarded to field armies as indicated in paragraph 74e.

c. Subordinate Echelons of Field Armies and Communications Zone.

- (1) Requisitions are for *actual shortages only*. Requisitions are *not* submitted in advance, except as modified by paragraph 78a.
- (2) Requisitions indicate military occupational specialty as well as branch requirements.

54. Personnel Requirements of Theater Army

a. Theater army has five *major* problems concerning the provision of personnel to meet requirements. They are—

- (1) The maintenance of combat and service units at authorized strengths.
- (2) The establishment and maintenance of a replacement stockage.
- (3) The filling of units authorized to be activated in the theater and of units and installations organized under tables of distribution.
- (4) The procurement of key personnel to fill responsible positions in an expanding theater organization.
- (5) Utilization of combat wounded personnel returned from theater hospitals and no longer fit for return to former duty.

b. Prior to and during the establishment of a new theater large numbers of personnel are required. It is of particular importance that initial personnel requirements be met before a theater army headquarters is restricted to requisitioning only for anticipated losses.

55. Theater Army Ceiling

a. For each theater the Department of the Army establishes an authorized strength or theater army ceiling, which consists of the authorized strength of all tables of organization units, the

bulk authorization, and the authorized replacement stockage. Theaters are prohibited from exceeding the limits of the ceiling when requisitioning personnel. As additional troop units, overhead allotments, or replacement stockage is authorized to a theater, the limits of the ceiling are raised. Personnel who are members of the Department of the Army Medical Holding Detachment are not included in the theater army ceiling.

b. The *theater army overhead* includes the personnel authorized to a theater *in bulk* (Theater army headquarters, communications zone headquarters, and other table of distribution units).

c. The *authorized army replacement stockage* consists of the number of replacements authorized by the Department of the Army to be maintained in the theater. The size of this authorized stockage is based upon anticipated theater army losses, the internal character of the theater (continental or oceanic), and the time-lag between requisitions and delivery of replacements to the theater. The authorized strength of this replacement stockage is the number of army replacement personnel which the theater is authorized, regardless of where they are located in the theater. After assignment to a unit in response to a requisition the replacement is dropped from the strength of the theater replacement stockage.

d. The *Department of the Army Medical Holding Detachment* consists of hospitalized personnel who are dropped from theater army strength accountability and who are accounted for as a charge against a pool established for this purpose in the Department of the Army troop basis.

e. *Army Miscellaneous Personnel* are personnel, not chargeable to units, overhead, or replacement authorizations, who are present in the theater, such as personnel selected for and in the process of return to the zone of interior, and personnel in the process of transfer to another theater. These individuals at the time of official designation (issuance of orders) are excluded from the theater army ceiling.

56. Strength Control

Effective control by the Department of the Army over the army strengths of theaters of operations is essential to the operation of any system of personnel requisitioning and distribution. The following are elements of the necessary controls:

a. *Theater Army Authorized Strength.* Establishment of an authorized army strength for a theater furnishes the Department of the Army with a firm basis for planning, procurement, and allocation of personnel.

b. Personnel Accounting and Reporting System. A uniform system of personnel accounting and reporting which will give timely, complete, and accurate analyses of theater army strengths is essential for proper strength control. This system must account for all effective and noneffective army personnel in the theater, whether chargeable to the theater or to some other portion of the army-wide troop basis. A standardized personnel accounting, reporting, and requisitioning system will consist essentially of the following:

- (1) Standard methods for reporting status of all army personnel in the theater, designed to show clearly the theater's usable strength and needs.
- (2) A standard method of submitting requisitions for replacements.
- (3) A standard method for reporting estimated future personnel needs.

c. Reliable Loss Data. Since theaters requisition for their personnel needs in advance, it is essential that there be available to the theater army headquarters and to the Department of the Army the most reliable data upon which to base estimates of future losses from all causes. The theater army commander must forecast accurately his future requirements in order that the Department of the Army can plan for the training and supply of the personnel needed.

d. Maximum and Proper Utilization of Personnel. All sources of personnel available to the theater army commander must be fully exploited. Likewise, it is essential that personnel be used only for the purpose for which they are furnished to a theater. Commanders at all levels are responsible that personnel are assigned to duties for which they have been trained. The G1 makes periodic checks to insure the proper use of personnel.

57. Preparation of Requisitions

a. The following steps are followed in the preparation of theater army monthly personnel requisitions:

- (1) Ascertain authorized army strength of the theater.
- (2) Determine assigned army strength of the theater.
- (3) Compute shortage or overage ((1)—(2)).
- (4) Compute estimated net losses for 3 months. (January, February, and March in example cited in paragraph 52c.)
- (5) Compute total requirements ((3) + (4)).
- (6) Determine personnel included in previous requisitions approved by the Department of the Army, but not yet received by the theater.

- (7) Compute net requirements for 3 months ((5)—(6)).
- (8) Insure that current theater rate tables on hand in the Department of the Army indicate desired types of personnel required in each thousand replacements for each branch.

b. Emergency or special requisitions must be kept to a minimum. They should be held for consolidation in the regular monthly requisition unless the urgency of the situation requires earlier submission.

c. In preparing personnel requisitions DA Form 872 (Requisition for Officer Personnel), (SR 605-60-25); or DA Forms 477 and 477-1 (Requisition for Enlisted Personnel) (SR 615-60-10) are used. Branch, sex, and number of personnel requested are stated for each requirement; the destination is indicated, and the type transportation desired (air or water) is shown. Theaters using rate tables do not indicate military occupational specialties desired, except in requisitions for small numbers of personnel to which rate tables are not applicable. Grades are not included except in requisitions for fillers not available in the theater.

d. Requisitions for personnel by name are discouraged, and usually are honored only for general officers and colonels required for positions of great responsibility.

58. Theater Army Distribution Controls

a. *General.* Due to the limitations upon manpower supply and the unpredictable nature of war, personnel demand will in many situations exceed supply despite the most accurate planning. Consequently, many factors must be balanced in effecting the most judicious distribution of replacements. Control in such an event is effected through the use of *allocations* and *priorities*.

b. *Allocations.*

- (1) Allocations of personnel are statements of the planned apportionment of available personnel, or of personnel who are to become available, to the major commands or units which are in need of them. Field armies and communications zone headquarters receive allocations of personnel from the theater army headquarters. Allocations may be tentative or final, depending upon actual presence of replacements within the theater.
- (2) Allocations of personnel begin with the Department of the Army, which must reconcile the requirements of the theaters and the zone of interior with the strategic situation and with the availability of replacements and transportation.
- (3) Allocations of replacements within the theater are made

periodically to the field armies and other major theater army commands by the theater army commander (G1 in conjunction with G3) after consideration of the following factors:

- (a) Current personnel shortages.
 - (b) Replacement stockage in the replacement command.
 - (c) Anticipated replacement arrivals.
 - (d) Estimated flow of hospital returnees.
 - (e) Future tactical requirements.
 - (f) The recommendations of the army group commanders concerning the armies under their command.
 - (g) The advice of administrative and technical service staff officers concerning priorities for the allocation of personnel in career fields monitored by the administrative and technical services.
- (4) Each command receiving allocations suballocates the personnel to its subordinate commands. Armies allocate personnel direct to divisions after considering the recommendations of the corps commanders. As the actual replacements become available in the groups of the theater army replacement command they are forwarded to the army replacement groups in accordance with the current allocation plan and status reports from army replacement groups.
- (5) Upon arrival of replacements at the army replacement groups, the group may already have instructions from army G1 as to the desired distribution to the divisions and other units. In other situations the installation commander will consult daily with the army G1 as to the number of replacements to be assigned to each division. Normally, the detailed personnel requisitions are already on file in the group and these are filled to the extent indicated by the army G1.

c. Priorities. A priority is the determination of the sequence in which the personnel requirements of two or more units will be filled. Corps commanders may recommend or indicate to the army the priority in which it is desired to fill requisitions from the attached divisions of the corps. The final decision or establishment of priorities is made by army commanders (recommendations by G1 after consultation with G3 for tactical units, and G4 for service units) based on the personnel and tactical situations. Priorities normally are employed when replacements are in short supply and future replacement availability is uncertain. Priorities may be expressed as numbers of replacements to be furnished in

each priority, or as percentages of available personnel to be assigned to each unit.

Section V. THEATER ARMY REPLACEMENT COMMAND

59. Status and Composition

The theater army replacement command, as a major command responsible directly to the theater army commander, has a coequal status with the major tactical commands (armies or army groups) and with the communications zone. It includes all army replacement units within the theater except those assigned or attached to field armies.

60. Mission

a. The primary mission of the theater army replacement command is—

- (1) To receive, process, house, feed, clothe, equip, and train all officers and enlisted replacements under its control, and
- (2) To assign them under policies of the Department of the Army and of the theater army commander, so as to insure their expeditious and timely arrival where needed.

b. The theater army replacement command performs such special missions not incompatible with its primary mission as the theater army commander may direct (pars. 85 through 88).

61. Objectives

The objectives of the replacement command in fulfilling its mission are to provide—

a. An adequate system of accounting for all army nonpermanent party personnel in the theater, except those assigned to field armies or to the Department of the Army Medical Holding Detachment.

b. Proper care, distribution, and assignment of replacements within the theater.

c. Adequate replacement units to accomplish the above, including the segregation of new replacements from hospital returnees and from casualties moving to the rear.

d. Maintain necessary training facilities (par. 66e).

62. Headquarters

The strength and organization of the headquarters of a theater army replacement command is not prescribed by any tables of organization and equipment and therefore will vary with the theater.

a. The coordinating staff is of a general staff type.

b. The G1 has general staff responsibility for matters pertaining to the classification and assignment of replacements, their morale and welfare, the collection of data and records necessary for current and future replacement operations, and accountability for nonpermanent party personnel. He advises the G3 concerning replacement requirements and resources, and makes recommendations to the G3 concerning allocations of replacements to units within the replacement command.

c. The G3 normally is charged with the preparation of plans for the receipt, distribution, allocation, and movement of replacements within the replacement command; for the organization, deployment, and missions of units of the command; and for the training of replacement personnel. The security and counter-intelligence functions of the G2 may be combined with those of the G3.

d. The G4 is responsible for transportation, supply, and construction. Since the logistical support of replacement installations normally is furnished by communications zone area commanders, the functions of the G4 require extensive coordination with the communications zone commands.

e. The functions of the special staff officers are those which are normal in all commands (FM 101-5).

63. Operations

a. Replacements normally are received from the zone of interior in large shipments, organized into carrier companies. Advance information of the composition of each shipment by branch and military occupational specialty is given to the theater by the port of embarkation, usually by air courier or radio. Upon receipt of this information by the replacement command, replacement shipments are allocated to appropriate replacement installations, and necessary shipping directives are issued to the port or other receiving unit. Replacements originating within the theater are similarly grouped into casual detachments to facilitate administration.

b. Allocations of replacements to replacement installations within the theater are made by the replacement command G3, based upon—

- (1) Theater army allocations of replacements to field armies.
- (2) The recommendations of the replacement command G1, based upon shortages reflected in replacement stockage status reports and outstanding requisitions.
- (3) Anticipated arrival dates and composition of replacement shipments from the zone of interior.

- (4) Billeting capacities of replacement installations, transportation facilities, and the ultimate destination of replacements.

c. Movements of replacements between theater army replacement units and to army replacement groups are centrally controlled by the theater army replacement command. Plans for movements are made by the replacement command G3. The G4 arranges for necessary transportation, and, when required, coordinates transportation requirements and schedules with the communications zone transportation officer. Arrangements for rations, shelter, water, medical attention, and facilities en route are a responsibility of the forwarding unit. Individual records of replacements are placed in the custody of the officer in command of the movement, and are delivered by him to the receiving organization. Replacement installations receiving replacements are responsible for examination of their individual records and verification of their correct classification.

d. Replacements are forwarded to field army replacement groups without requisition in sufficient numbers and with appropriate military occupational specialties to meet anticipated requirements as indicated by daily status reports and previous experience. Allocations, priorities, and special instructions issued by the theater army commander may restrict the number of replacements which can be sent to a particular army. The field army replacement group reports to the theater army replacement command requirements for critically needed specialists and other military occupational specialties which cannot be met from its stockage. Personnel to meet these specific requirements then are forwarded to the field army replacement group.

e. Assignment of replacements to units within the communications zone are made by replacement units in compliance with assignment directives from the theater army replacement command, which are based in turn on requisitions previously submitted by these units.

f. The replacement plan should anticipate replacement requirements and schedule arrivals and movements within the theater so that personnel are retained in replacement units for the shortest practicable period. It should also assign replacements to units with a minimum number of transfers between replacement units. Replacements for the combat zone should be moved in original carrier companies from the port groups and training groups directly to field army groups when feasible; otherwise they may be held in stockage installations in the communications zone until required. Hospital returnees returning to combat units normally should be grouped according to their parent armies and

promptly forwarded to the appropriate field army groups. Prolonged stay as a replacement is destructive to morale and efficiency. Special planning is required to avoid overstocking of personnel with qualifications for which the demand is limited. Stagnant replacement categories should be reported periodically to replacement command headquarters for disposition.

64. Logistical and Administrative Support

a. The logistical support of the units of the theater army replacement command is provided by the communications zone.

b. Sufficient transportation should be made available by the theater army commander to headquarters theater army replacement command to meet normal transportation requirements for the continuous orderly movement of replacements to forward units.

Section VI. REPLACEMENT UNITS

65. Replacement Units

Tables of organization replacement units include—

a. Replacement Groups. Replacement groups are the primary operating units of the theater army replacement command. They also are the replacement agency of field armies. Each group consists of a group headquarters and headquarters detachment and from two to six attached replacement battalions.

b. Replacement Battalions. Replacement battalions are the smallest units organized for the administration and processing of replacements. Each replacement battalion consists of a headquarters and headquarters detachment and up to a maximum of six replacement companies. When it is augmented by additional administrative personnel, a replacement battalion may operate independently.

c. Replacement Companies. Replacement companies are assigned to battalions and provide messing, billeting, and limited training and administration facilities for replacements. Each replacement company has a rated capacity of 400 replacements.

66. Missions of Replacement Units

While all replacement units of the same size are organized under the same tables of organization, the most efficient operation of the theater army replacement system results when single-function missions are assigned to the various units. However, geographical conditions within the theater, or unavailability of sufficient replacement units, may require the assignment of more than one mission to a unit. When more than one mission is as-

signed to a unit the different classes of personnel handled should be segregated by battalions or companies within the unit. The following type missions are required:

a. Port or receiving units are established at the major ports or points of entry at which it is planned that replacements will be received from outside the theater. The port or receiving unit acts as the initial distribution unit for the purpose of receiving replacements as they are debarked and forwarding them within 24 to 48 hours to other replacement units within the theater.

b. Combat stockage groups are established for the purpose of holding combat-trained replacements until they are required in the combat zone. These are located along major lines of communications and as far forward as practicable. Their primary duty is to provide adequate facilities for the care and processing of replacements and to conduct a training program which will maintain their physical and combat efficiency during the time they must be held prior to forwarding or assignment. The length of stay of replacements in a stockage unit should be held to the minimum.

c. Service stockage units are established for the purpose of holding all personnel destined as replacements for service units pending assignment. Service units and installations are usually widely scattered both in the combat and communications zone. Individually their replacement requirements are small. These circumstances would indicate certain advantages in a large number of service stockage groups or separate battalions to provide quick service throughout the theater. However, requirements of service units are for a wide variety of military occupational specialties which could not be provided promptly if the available types were scattered in numerous units. Therefore, it is desirable that a minimum of such units be assigned this mission, centrally located, and that all service replacements be pooled.

d. Hospital returnee units perform the function of receiving and processing patients discharged from hospitals in the communications zone and their further distribution to former units, service stockage units, or training units as the case may be. While it is desirable that the units handling hospital returnees have this as their sole mission, the disposition of hospitals within the communications zone may require that battalions of several groups be given the mission of receiving and processing hospital returnees.

e. Training units are established as required. Training units may be classified as—

- (1) Combat training.
- (2) Service training.

- (3) Officer candidate.
- (4) Officer retraining or refresher.

67. Group Operations

a. Operations in replacement groups include reception, processing, training and orientation, assignment, and movement of replacements with appropriate modifications pertaining to each type of mission assigned.

b. Billeting of replacements received by the group is carefully planned in advance and coordinated with the battalion commanders in order to avoid overcrowding and to insure even distribution of the operational load.

c. Processing includes—

- (1) Inspections of clothing and equipment and correction of shortages and deficiencies.
- (2) Inspection of records and correction of deficiencies and preparation of temporary records for personnel arriving without records.
- (3) Verification of classification of replacements.
- (4) Physical inspection.
- (5) Payment of personnel.

d. The group commander reports the available replacement stockage by branch and military occupational specialty daily to headquarters theater army replacement command.

e. Training should be conducted throughout the time replacements remain in the installation. Training must be realistic and designed to accomplish the physical hardening and professional efficiency of the replacements. Troop information and education activities must be included in the training program. In units which train or stock combat replacements, carefully selected combat-experienced officers and enlisted men should be used as instructors whenever practicable. Emphasis should be placed on physical conditioning, field sanitation, foxhole and camouflage discipline, familiarization firing of the individual weapons, squad tactics, and combat orientation.

68. Hospital Returnee Units

a. *Operating Personnel.* Replacement units administering hospital returnees require specially qualified operating personnel. A psychiatrist should be included in the medical section. The classification and assignment officer should have a background of psychological training. The organization must be augmented by instructor personnel to conduct the reconditioning training. So far as practicable, it is desirable that administrative and instructor personnel have had combat experience.

b. Reconditioning. Normally, hospital returnees return to duty in a weakened physical condition due to relative inactivity when in the hospital. Reconditioning in the hospital returnee unit is necessary and is conducted concurrently with the classification and assignment process described in *c* below. This may include road marches, physical exercises, games, obstacle course work, firing of weapons, bivouacs, and other appropriate training.

c. Classification and Assignment Procedures.

- (1) Each hospital returnee arrives at the hospital returnee unit with a physical profile determined by hospital upon release. The unit surgeon may review the physical classification assigned by the hospital, particularly if the individual does not respond to the reconditioning training outlined above. He would then send the individual to a hospital for necessary examinations.
- (2) The unit classification and assignment officer determines whether the individual's former military occupational specialty can be performed considering the physical profile now assigned. This is the first segregation step. If the individual can perform his previous duties he is returned to his former unit through replacement channels. If, however, the new physical profile is below that required for the individual's former military occupational specialty, the individual is interviewed and his records examined to determine whether he possesses a secondary military occupational specialty, which is in keeping with his present physical profile, and in which he can be utilized without retraining. This is the second segregation step. If this step pertains the individual then is assigned directly to a unit, or transferred to an army replacement group or service stockage group pending further assignment. All hospital returnees not so distributed in the above two steps are sent to an appropriate training unit for retraining in a new military occupational specialty.

69. Training Units

a. Operating Personnel. Replacement units in order to perform a training mission must be augmented by instructor personnel and training equipment. Increased personnel may be authorized from the bulk personnel allotment of the theater.

b. Specialty Training. The training unit determines the new specialty in which the individual will be trained, based upon his qualifications and aptitudes, and the theater replacement requirements.

c. Service Training. Training unit with the mission of retraining hospital returnees for service duties establish courses for the training of returnees in required specialties to the extent permitted by facilities and the availability of instructor personnel. To supplement these training courses, retrainees may be attached to selected units and installations in the communications zone for on-the-job training. Upon reaching the required minimum degree of proficiency, trainees are assigned by the replacement unit in their newly acquired military occupational specialty.

d. Combat Training. Personnel designated for retraining as combat replacements are transferred to training units for conversion to combat military occupational specialties. The training unit conducts refresher courses to review basic training as required and branch training to qualify the trainees in the military occupational specialties required. A program of combat orientation by carefully selected combat-experienced commissioned and noncommissioned officers should be continued throughout the training period. Upon completion of the training course, the trainees are transferred on instructions from the theater army replacement command to army replacement groups for assignment to combat units.

Section VII. FIELD ARMY REPLACEMENT SYSTEM

70. General

a. Purpose. The field army replacement system is designed to maintain all units in the field army at authorized strengths during combat by providing properly qualified replacements at the time and place needed.

b. Planners. The principal planners of the field army replacement system are the army, corps, and division G1's, assisted by their respective adjutants general.

c. Agencies. The principal agencies of the field army replacement system are—

- (1) The army replacement group and its battalions.
- (2) The division replacement companies.

d. Sources. The principal sources of replacements to the field army commander are—

- (1) Replacements forwarded from installations of the theater Army replacement command located in the communications zone.
- (2) Personnel returned to duty from hospitals in the communications zone through replacement channels.
- (3) Personnel returned to duty from hospitals in the combat zone.

- (4) Personnel rotated from other type duties.

71. G1

a. The army and division G1's have general staff responsibility in the respective commands for—

- (1) Preparation and maintenance of a continuing estimate of the replacement situation.
- (2) Determination of replacement policies concerning—
 - (a) Requisitioning procedures.
 - (b) Allocations and distributions.
 - (c) Procurement of replacements.
 - (d) Reassignment of former members of army or divisional units to their original units.
 - (e) Equitable distribution of specialists and leaders.
- (3) Coordination of replacement activities with—
 - (a) Other staff sections.
 - (b) Units of the army or division.
 - (c) The army replacement group or the appropriate forward battalion.
 - (d) Higher headquarters.
- (4) Keeping the respective commander and staff informed of the replacement situation.
- (5) Recommending allocation of replacements to units. This allocation is forwarded to the chief of staff for approval through G3. (Army G1 seeks recommendation of corps G1's before submitting the recommendation.)

b. The corps G1 has, in general, the same responsibilities as outlined above, except that in respect to the corps' divisions and nondivisional attached units he bears only consultative and recommending responsibilities. He can materially aid the smooth functioning of the replacement system by advice and aid to the forward battalion of the army replacement group in his area, and the division G1's.

72. Adjutant General

a. The principal responsibility of the army, corps, and division adjutants general with respect to the replacement system is the maintenance of current strength and replacement status records of their respective subordinate units, and the supervision and operation of the personnel requisitioning system within the command.

b. In addition, the division adjutant general has special staff responsibility for procurement and arrangements for administrative processing of replacements. This responsibility includes publication of special orders assigning replacements to units in

accordance with allocations or special instructions of the division G1. It includes operational control of the division replacement company when specifically directed by the commander.

73. Other Staff Officers

The responsibilities of other staff officers for replacement activities include—

a. G3. Recommends allocation of replacements and coordinates training of replacements.

b. G4. Arrangements for supply, facilities, hospitalization, transportation, and other logistical services for replacement units in the command area.

c. Special Staff Officers. Appropriate services or facilities which may be required by the replacement units or activities.

74. Field Army Replacement Group

a. Status. A replacement group is assigned to a field army and is the operating agency of that army's replacement system. It is under the direct command of the field army and in turn commands all replacement battalions attached to it. The group commander coordinates replacement activities with the army G1, who in turn is responsible for the necessary coordination of replacement activities with other members of the army general and special staff.

b. Mission. The mission of a field army replacement group is to provide suitably trained, physically fit, and properly equipped replacements to the units of the army, in accordance with approved requisitions. In accomplishing this mission, the group—

- (1) Receives, processes, and supplies replacements arriving from units of the theater army replacement command and assigns them as rapidly as possible to army units against requisitions approved by the army.
- (2) Stocks replacements in the division's replacement companies for anticipated needs in accordance with policies prescribed by the army commander.
- (3) Receives, classifies, processes, supplies, and automatically reassigns returnees from hospitals to their former units whenever possible.
- (4) Insures that all personnel shipped forward have been issued authorized and serviceable items of clothing and equipment, including an appropriate weapon.

c. Location. The field army replacement group, less battalions in support of corps, normally is located in the army maintenance area, on a good road net to the forward areas, within marching distance of railroad facilities for unloading troops, and sufficiently near the army headquarters so as to maintain dependable

communications and liaison. Whenever possible, accommodations should be obtained which will provide covered shelter for replacements, thus providing better living conditions for replacements as well as more efficient operation of the unit. Under favorable climatic conditions replacements may be placed in bivouac, utilizing individual shelter tents for housing.

d. Organization. A field army replacement group usually consists of the group headquarters, headquarters detachment, three stockage battalions, and one forward battalion in direct support of each corps in the army.

e. Operations.

- (1) See paragraph 68.
- (2) The group commander reports the available replacement stockage by branch and military occupational specialty daily to the army G1 and to the theater army replacement command.
- (3) Replacements are forwarded to the field army replacement group by the theater army replacement command in transportation provided by the communications zone or the replacement command. Rail transportation is used when available. Replacements normally are received in the stockage battalions, where the necessary processing is accomplished. However, replacements may be moved from theater army replacement command groups directly to the forward battalions and the processing accomplished there.
- (4) One stockage battalion, or the required number of companies of a battalion, is designated to receive and process all personnel returned to duty from hospitals, it being undesirable to permit hospital returnees to mingle with new replacements in replacement installations. The field army group must perform the same functions for personnel returned to duty from hospitals in the combat zone as does the hospital returnee group of the theater army replacement command in the communications zone. However, since the majority of the former will be capable of returning to their previous duties, the problem of reclassification and reassignment will not be as great. While it is desirable that all hospital returnees be returned through replacement channels, some situations may dictate the return direct from the hospital to the former unit, particularly in regard to those units located in the army service area. In such an event, notification must be made by the unit to the supporting replacement installation for proper accounting.

- (5) Upon receipt from the army of assignment instructions (either an approved requisition or an allocation prescribed by the army commander) the group allocates replacements from the appropriate forward battalion. Carrier companies of replacements normally are sent intact to divisions. It fills the balance of the requisition by forwarding men from the stockage battalions either direct to the unit or through the forward battalion. Personnel requisitioned in military occupational specialties which are not available in any element of the group are reported to the theater army replacement command. Such replacements are forwarded to the requisitioning unit or the forward battalion upon arrival in the group. Arrangements for transportation and troop movements in these cases should be carefully coordinated through the army G1.

75. Replacement Support of the Corps

a. Status. The corps commander has no direct responsibility for the replacement support of the divisions and nondivisional attached units of the corps, except when operating independently, since the corps headquarters is tactical and not administrative. He is, however, vitally interested in the maintenance of the authorized strengths of corps units, and he is responsible for securing replacements for the organic corps troops.

b. Organization. Normally, one replacement battalion of the field army replacement group is located in the corps area to furnish replacement support for the units of the corps. It is desirable for the same battalion to remain in support of the same corps throughout the campaign. This forward battalion normally is located on a good road net to the division rear areas, close to class I supply points to facilitate the combining of supply and replacement trips by nondivisional units of the corps, and sufficiently near to the corps headquarters to maintain dependable communications and liaison. Although the forward battalion receives its instructions for the assignment of replacements from the replacement group commander, the battalion commander must coordinate closely all activities with the corps G1, and maintain close liaison with the division G1's.

c. Operations.

- (1) Replacements, principally infantrymen, are maintained in each of the forward battalions by the army replacement group. Whenever practicable these replacements are processed in the stockage battalions at the replacement group in order to keep supply, administration, and

classification activities in the forward battalions at a minimum. In any event, the forward battalions will make a check of clothing and equipment prior to assigning replacements to corps units and verify the presence of all individual records. Replacements are moved forward in original carrier company whenever possible.

- (2) Forward battalions also act as agencies for forwarding hospital returnees to their former units. Such personnel are assigned without requisition and without awaiting assignment instructions. When assigned they are charged against outstanding requisitions. Normally, one company of the forward battalion handles all hospital returnees for the corps.
- (3) Training is continued in the forward battalion to the maximum extent possible.

d. Administrative and Logistical Support. Administrative and logistical support of the forward battalion is the responsibility of the replacement group commander. The forward battalion is dependent upon the corps for accommodations. Transportation for displacement of the battalion normally is arranged for by the corps. Divisions usually provide their own transportation for movement of replacements from the battalion to the division. Nondivisional units combine supply and replacement transportation whenever possible. These routine arrangements do not relieve the replacement group commander of his responsibility for the logistical support of his forward battalions. However, a close and smooth-working relationship between the corps G1 and the battalion commander can materially aid the effectiveness of replacement support within the corps.

76. Division Replacement System

a. Planner. The principal planner of the division replacement system is the division G1 assisted by the division adjutant general.

b. Agency. The principal agency of the division commander for operation of the division replacement system is the division replacement company. Appropriate facilities and services for the functioning of the replacement system are provided as required by special staff agencies.

c. Division Replacement Company.

- (1) A division replacement company is organic to the infantry, armored, and airborne divisions to provide for the reception, processing, administration, training, and accommodations of replacements and casualties until they are sent forward to join their units.
- (2) The normal capacity of the division replacement com-

pany is 400 replacements. When the capacity of the replacement company, exclusive of fixed strength personnel, continuously exceeds 400 men, an augmentation of one platoon may be authorized by the theater army commander for each 100 or fraction thereof in excess of 400 men.

- (3) The division replacement company normally is located in the division rear area, near division rear echelon, and performs those functions pertaining to administrative processing of replacements and casualties under guidance of the adjutant general.
- (4) To the maximum extent practicable, the permanently assigned personnel of the replacement company should be composed of carefully selected combat-experienced personnel, preferably those who, as a result of battle wounds, can no longer perform their former duties.

d. Sources.

- (1) Replacements are assigned to the division by the army replacement group or forward battalion in response to consolidated requisitions submitted to the field army commander by the division or in advance of requisition in response to allocation instructions from the field army commander. (The army commander may direct that the division replacement companies will be used as stockage points for the field army replacement group.)
- (2) Hospital returnees normally are returned to the division through the forward battalion supporting the corps. However, when the division is in army reserve or in a rehabilitation area, it may receive some such personnel direct from hospitals in the combat zone. In such an event, the division must promptly notify the replacement group in order that proper credit may be taken against outstanding requisitions.

e. Operations.

- (1) Processing includes—
 - (a) Inspection of clothing and equipment and correction of shortages and deficiencies.
 - (b) Inspection of personnel records and correction of deficiencies.
 - (c) Verification of classification of replacements.
 - (d) Payment of personnel.
- (2) When practicable, the adjutant general issues orders assigning replacements to company-sized units in accordance with the desires of the regimental or separate battalion commanders concerned.

- (3) Replacements must not be rushed into battle no matter how badly they are needed. They are retained in the division replacement company long enough to receive the necessary orientation, processing, and training. *Normally this requires 72 hours.* Replacements are delivered to their units while the latter are in a reserve status or in a relatively inactive situation. Maximum use is made of periods when the division is in a rest or rehabilitation area, or in reserve, for replacement activities.
- (4) Training of replacements should be conducted by carefully selected combat-experienced personnel. Emphasis should be placed on physical conditioning, firing of weapons, field sanitation, foxhole and camouflage discipline, squad crew or section tactics, and combat orientation. As early as possible during the training period, the replacements should be welcomed by the division commander. When the situation makes this impossible, they are addressed by the assistant division commander or by the chief of staff.
- (5) Replacements are forwarded in groups to regiments or battalions upon completion of processing and training, escorted by guides from the receiving unit. Where practicable they are welcomed by the regimental commander. Regimental and battalion commanders insure that training and orientation are continued to the maximum extent consistent with the situation. Four-man teams are assigned to squads, crews or sections so far as possible.
- (6) Throughout the entire time that personnel are in any echelon of the division as replacements, every effort should be made to instill into them the feeling that they are members of the command and to inspire self-confidence in their combat effectiveness. This is the most important factor in the assimilation of replacements, and has been shown to have a material effect on future casualty rates among this personnel.
- (7) The division G1 should have the same concern with the replacement situation of attached units as for the organic units of the division. Facilities of the division replacement company should be utilized for processing replacements for attached units when deemed advisable. Under no circumstances should replacements allotted to attached units be diverted to organic units. Requisitions of attached units are not consolidated with those of the

division, however, since early detachment would result in confusion in distribution.

- (8) The division replacement company may also be utilized to process rotational and leave personnel of the division and attached units.
- (9) Example 1, appendix II, shows a typical outline of procedures for replacement activities in a division.

Section VIII. PERSONNEL REQUISITIONS WITHIN THE FIELD ARMY

77. Purpose

Personnel requisitions are the means by which the immediate personnel requirements of units, installations, and commands are made known to the next higher echelon of command, and are the basis for action in furnishing replacements for personnel shortages resulting from any cause.

78. Basis

a. In all commands, units, and installations subordinate to field army headquarters, personnel may be requisitioned for the following purposes only:

- (1) To fill shortages in the authorized strength of the unit.
- (2) To replace losses.
- (3) To meet estimated losses of divisions preparing for immediate employment or actively engaged in combat operations when such advance requisition is authorized by the commander responsible for replacement support of the divisions.
- (4) For personnel required to replace assigned personnel who are to be rotated.

b. Requisitions include only the types of personnel authorized by tables of organization and equipment or tables of distribution.

c. Each requisition remains in effect until filled or canceled. A definite time period should be established in each theater after which each outstanding requisition lapses, in order to keep the replacement situation current. Thus in the preparation of a requisition the total number of personnel to be included is determined by—

- (1) Subtracting the assigned strength from the authorized strength, and
- (2) Subtracting from this balance the number of personnel included on all outstanding requisitions.

d. Theater army headquarters prescribes the operation of the

requisitioning system within the theater by appropriate administrative instructions. Subordinate commands will amplify and implement these general instructions by administrative instructions of their own, reflecting special conditions peculiar to their commands, and furnishing more detailed guidance for their subordinate elements. Commanders of field armies engaged in combat operations may authorize advance requisitions by divisions when such action is necessary to maintain divisions at effective strength or may prescribe allocation policies which include stockage of replacements in division replacement companies in advance of requisition.

79. Responsibilities in Preparation and Processing Requisitions

a. In all echelons, G1 has staff responsibility for the procurement and distribution of replacements and, therefore, for the supervision of the operation of the requisitioning system, which controls the former.

b. In divisions and higher headquarters the adjutant general is directly responsible for the detailed operation of the requisitioning system within the command, and for the issuance of specific assignment instructions for replacements subject to such policies, plans, and special instructions as may be received from time to time from the G1. His responsibilities include—

- (1) Auditing and correction of action copies of requisitions received.
- (2) Preparation and submission of consolidated requisitions (the adjutant general in divisions only).
- (3) Authentication and indorsement of action copies of requisitions in the name of the commander. Action copies are those copies upon which subsequent action is based, as distinguished from information copies.
- (4) Appending to requisitions special instructions concerning assignments.
- (5) Maintenance of appropriate records of the strength, and status of requisitions of the command.
- (6) Followup action on requisitions.

c. Army commanders are authorized to *approve* requisitions as a basis of action by a replacement unit. *Approved* requisitions are transmitted by the army adjutant general to the army replacement group for action.

80. Administrative Instructions—Preparation of Requisitions

a. *Periods Covered.* Personnel requisitions in combat zone normally are submitted on a daily basis. Requisitions for combat units in rest or quiet areas, and for service units are submitted as directed by the army commander.

b. Types of Requisitions.

- (1) *Requisitions for Enlisted Personnel, DA AGO Forms 477 and 477-1.* These forms are used for submitting requisitions by all units subordinate to the headquarters responsible for consolidating and submitting requisitions to the Department of the Army (SR 615-60-10). The requisitions provides a breakdown by MOS, grade, number, race, and sex.
- (2) *Recapitulation of Enlisted Personnel Requisitioned by MOS and Grade and Continuation Sheet, DA AGO Forms 414 and 414-1.* These forms are used for recapitulating subordinate requisitions by the major commanders authorized to requisition personnel from the Department of the Army (SR 615-60-10).
- (3) *Commissioned and Warrant Officer Personnel.* Requisition for Officer Personnel, DA Form 872, will be used for commissioned and warrant officers (SR 605-60-25).

c. Emergency Requisitions. In the event of an emergency, units in the combat zone should be authorized to requisition by the most expeditious means of communication available, such as telephone, teletype, or radio. Army headquarters, in issuing authority for submission of emergency requisitions, should define clearly what constitutes such an emergency. Emergency requisitions of this type should be confirmed by formal requisitions, and kept to a minimum.

81. Procedures—Field Army

a. Forwarding Channels. Requisitions are forwarded to the next higher administrative headquarters (fig. 4). Units organic to a corps submit their requisitions through corps. Normally, other units with the corps furnish corps headquarters information copies of all requisitions. However, when the corps is operating independently and acting as an administrative headquarters, requisitions are submitted to corps headquarters.

b. Action by Replacement Units. Approved requisitions received by army replacement groups from army headquarters are filled as expeditiously as possible by the replacement group. Where sufficient personnel of the type requested are not immediately available, reasonable substitutions may be made, or the balance of the requisition may be held open pending receipt of additional replacements from theater army replacement command.

c. Return-to-Duty Personnel. Hospital returnees still qualified for return to former duty are automatically reassigned to their parent units by the replacement group. These are charged against

current requisitions of the parent unit, if any. Any overstrength thus resulting in a unit is absorbed by normal attrition. Units correspondingly adjust future requisitions to reflect the personnel received. However, in order to avoid stagnation of needed specialists, a limiting period should be prescribed after which all personnel not so absorbed should be reported as surplus.

Section IX. PERSONNEL REQUISITIONS WITHIN THE COMMUNICATIONS ZONE

82. Basis

In general, the basis for requisitioning personnel, the administrative instructions, forwarding channels, and the responsibilities for preparation and processing of communications zone requisitions are the same as for the combat zone with the necessary adaptations for use in the communications zone. However, there are two factors which affect communications zone requisitioning as distinguished from requisitioning in the combat zone—

a. A greater degree of stability in personnel may be expected since personnel losses are considerably less than those of units in the combat zone. Consequently, the necessity for frequent submission of requisitions is reduced.

b. The service type organizations in the communications zone use a great number and variety of specialists, which increases the volume of administrative detail in requisitioning.

83. Channels

a. Units in the communications zone forward personnel requisitions to the headquarters of the communications zone section under which they are serving. Units reporting direct to headquarters, communications zone, submit personnel requisitions direct thereto.

b. Headquarters of communications zone sections audit, endorse, and transmit unit personnel requisitions received from their units to headquarters, communications zone. Such requisitions normally are not consolidated. However, under special circumstances when it is impracticable for replacements to be delivered to units direct from replacement units, and when the communications zone section has the necessary personnel and facilities for the reception, holding, classification, and assignment of replacement personnel, the section headquarters may consolidate the requisitions of its subordinate units and installations by services or in any other appropriate manner.

c. Headquarters, communications zone, audits and *approves* the requisitions of its subordinate commands, units, and installations,

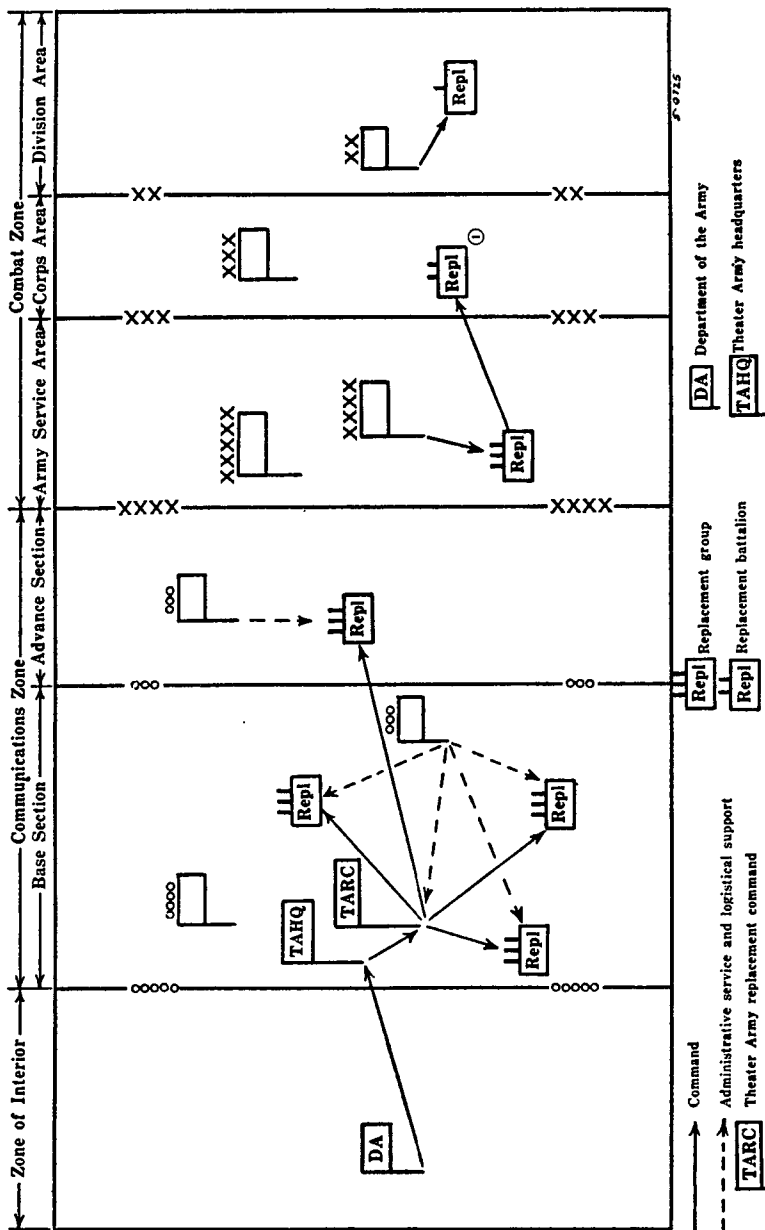


Figure 3. Command, administrative and logistical channels.

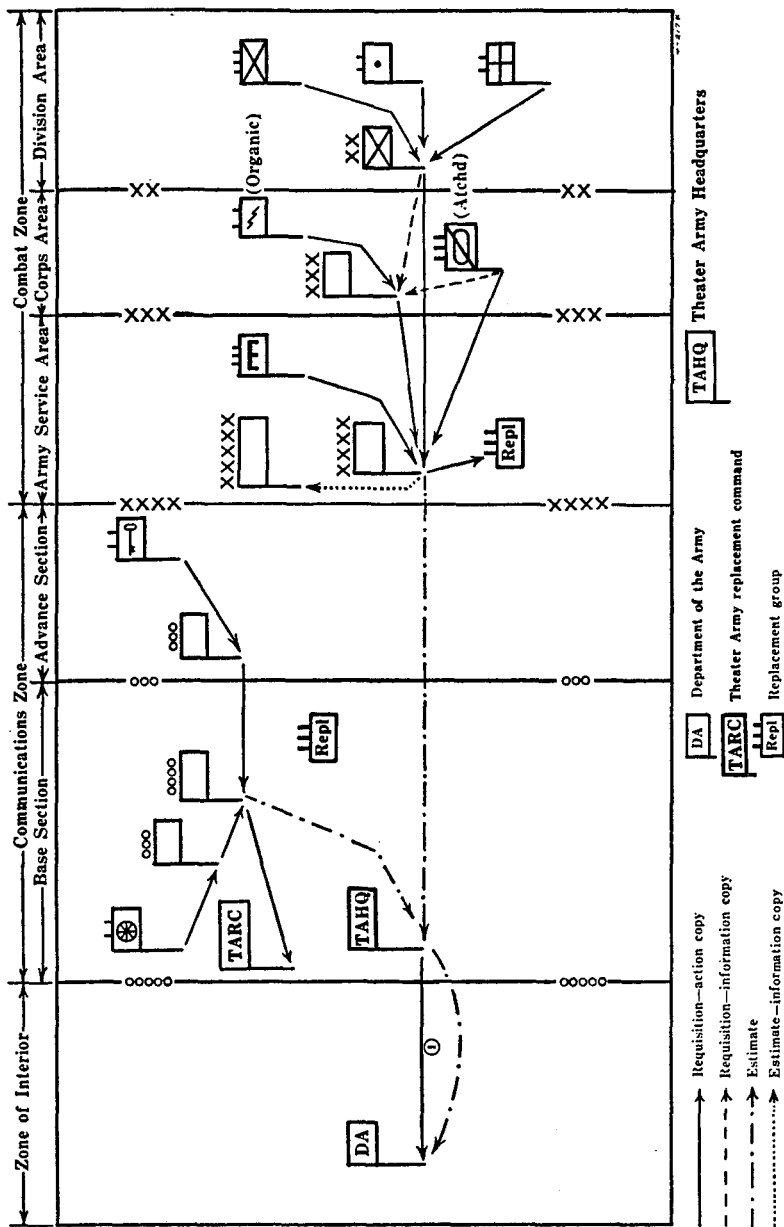


Figure 4. Personnel requisitions and estimates.

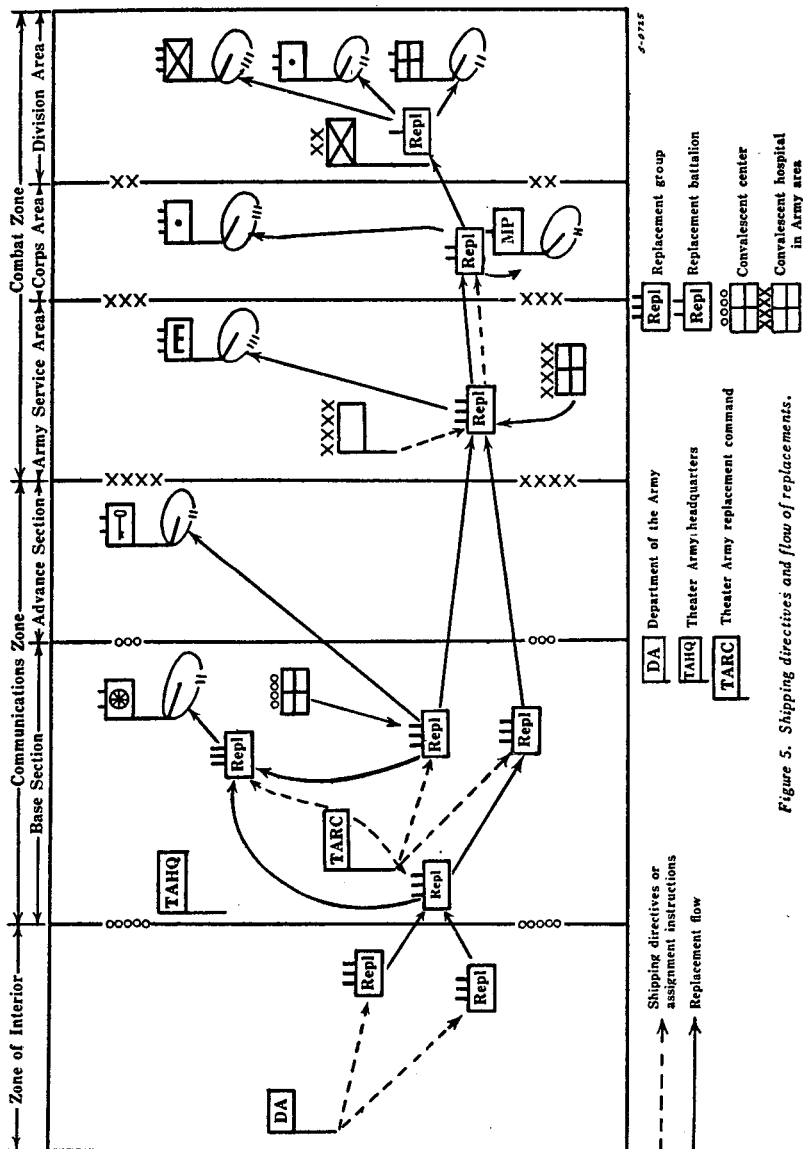


Figure 5. Shipping directives and flow of replacements.

Figure 5. Shipping directives and flow of replacements.

and forwards them to headquarters theater army replacement command for action.

84. Action by Replacement Units

Upon receipt of requisitions submitted by communications zone headquarters, appropriate portions of such requisitions are extracted and forwarded to selected replacement units located within the communications zone where the personnel required to fill the requisitions are known to be available. These replacement units take the indicated action upon each such complete or partial requisition.

Section X. SPECIAL MISSIONS OF THE THEATER ARMY REPLACEMENT COMMAND

85. Types

The theater army replacement command, in addition to its primary mission of receiving, processing, training, and assigning all officers and enlisted replacements in the theater, performs such other special missions, not incompatible with its primary mission, as the theater army commander may direct. These special missions may include—

a. Processing of Personnel Being Returned to the Zone of Interior.

- (1) Rotational personnel.
- (2) Personnel returning to the zone of interior for temporary duty and return to the theater.
- (3) Miscellaneous casualties being returned to the zone of interior for discharge or reassignment.
- (4) Individuals selected as officer candidates being returned to the zone of interior.
- (5) Recovered prisoners of war.
- (6) Personnel being returned to the zone of interior for demobilization.

b. Processing of Personnel Arriving Within the Theater.

- (1) Reception, processing, and return to units of personnel returning from temporary duty outside the theater.
- (2) Reception and processing of miscellaneous casualties and small special detachments arriving in the theater for assignment or temporary duty. This may include replacement units in the event that a unit replacement system is authorized to augment individual replacement.

c. Miscellaneous Missions.

- (1) Formation and training of special units activated in the theater as directed by the theater army commander.

- (2) Training of personnel for special purposes e.g. Officer Candidate Schools.
- (3) Processing of personnel for redeployment to another theater.

86. Considerations Affecting Assignment of Special Missions

Normally, when assigning special missions to the replacement command, the theater Army commander should consider the following factors:

- a. The appropriateness of the proposed mission.
- b. The extent to which assignment of the special mission will disrupt or interfere with the replacement command in the performance of its primary mission.
- c. The feasibility of accomplishing the mission through agencies other than the replacement command.
- d. The availability of the personnel and facilities which will be required by the replacement command in carrying out the proposed special mission.
- e. The capability of any replacement units diverted during temporary periods of reduced activity to other missions to resume their primary mission when needed.

87. Procedures

a. *General.* The responsibilities of the theater army replacement command in carrying out any special mission normally will be outlined in directives from the theater army commander. The replacement command in turn may issue supplemental instructions to the replacement units concerned.

b. *Processing Personnel for Return to Zone of Interior or Redeployment.* When processing personnel for redeployment, the replacement command commander is responsible for performing such processing functions as may be directed by the theater army commander, in accordance with Department of the Army instructions, prior to turning such personnel over to the oversea port of embarkation. This processing normally includes the following:

- (1) Insuring that the individual records of the personnel are complete and accurate prior to departure and that records accompany the shipment.
- (2) Issue or turn-in necessary clothing and equipment to individuals as required by theater and Department of the Army directives.
- (3) The formation of personnel into groups categorized in accordance with the specific purpose for which they are being redeployed or returned to the zone of interior such as—
 - (a) Rotation.

- (b) Temporary duty.
- (c) Demobilization.
- (d) Miscellaneous (emergency leaves, schools, etc.).

These groups are formed so as to facilitate the distribution in the zone of interior of the personnel in the groups according to their geographical destination. Group commanders are appointed for each group. The group commander is responsible for his group until its delivery at the designated reception station or other point in the zone of interior. Segregation of personnel being processed for return to the zone of interior from new replacements within the replacement command is extremely important.

- (4) Security instructions to all personnel. Personnel must be impressed with the importance of not divulging classified information of any nature. Papers and diaries of individuals are censored prior to their departure from the theater.
- (5) Inspection of baggage to circumvent return of contraband or prohibited articles.
- (6) Preembarkation physical examinations and inspections are made as required by regulations. Immunizations required are administered prior to departure from the theater.

c. Casuals. Casuals being returned to the zone of interior for separation from the service or for reassignment are not included in rotation or temporary duty groups, but are returned as individuals. Personnel selected as officer candidates are also returned individually or in separate groups.

d. Recovered United States Prisoners of War. The reception, processing, and rehabilitation of recovered United States prisoners of war for return to the zone of interior sometimes may be assigned to the theater army replacement command. Where large numbers of this type personnel must be processed, it is inadvisable to use the facilities of the replacement command because of undue overloading of replacement installations that will result, unless the additional personnel and facilities which are required for this operation are made available to the replacement command. This mission is one requiring an unusual degree of consideration, helpfulness, and human understanding. Personnel of units selected for this mission should be thoroughly oriented and indoctrinated in the importance of the traits enumerated, in governing their relations with recovered personnel. More than ordinary measures should be exercised to provide comfortable housing, feeding, and welfare facilities for this personnel. An unusual amount of administrative processing normally will be

required in the case of this personnel, as their records are not available.

e. Demobilization. Upon cessation of hostilities the replacement command may be called upon to reverse its operations, and primarily be concerned with the reception and processing of casual personnel for return to the United States for demobilization or reassignment. At the same time it also will be receiving, processing, and assigning replacements from the zone of interior. This situation normally requires that certain units of the replacement command be given the specialized mission of processing new replacements from the zone of interior, and other units the mission of processing personnel for return to the United States for demobilization. Processing of personnel for return to the United States for demobilization is accomplished in accordance with Department of the Army and theater directives, and generally encompasses the requirements outlined in Department of the Army procedures for the return of individuals to the zone of interior.

f. Miscellaneous Categories of Personnel. Certain casual personnel, both officer and enlisted who are outside the replacement stream may be received by the theater, such as individuals sent to the theater on special missions for temporary duty in the theater or special teams for temporary duty or assignment in the theater. The reception, processing, reporting, and disposition of such individuals and teams normally will be governed by special instructions issued by the theater army headquarters.

g. Training Missions.

- (1) *Units.* When directed by the theater army commander, the theater army replacement command organizes and trains special type units authorized by the Department of the Army to be activated within the theater. The amount of training required for such units is prescribed by the theater army commander.
- (2) *Individual.* In the operation of its training and reconversion training program the theater army replacement command may also be called upon to make its school and training facilities available to personnel other than those within the replacement stream.

88. Appropriate Missions

The following are other missions that the theater army replacement command is capable of performing (additional operating personnel may be needed in some cases):

a. Operation of leave transshipment points.

b. Operation of an induction, reception, and basic training center for men inducted into the service in a theater of operations.

CHAPTER 4

DISCIPLINE, LAW, AND ORDER

Section I. GENERAL

89. Objectives

a. This chapter deals primarily with the assistance rendered the commander in discipline, law, and order matters by his G1, including G1 coordination and supervision of the activities of other staff sections.

b. The major objectives sought by G1 in assisting the commander are—

- (1) To contribute to the combat effectiveness of the command by insuring that respect for authority is preserved, that regulations are enforced, and that conditions adverse to good discipline are kept to a minimum.
- (2) To keep to a minimum losses in manpower due to trials, punishment, and confinement.

90. Staff Responsibilities Concerning Discipline, Law, and Order

a. The staff plays an important role in the inculcation and maintenance of discipline within a command. All staff sections should examine their recommended plans, policies, and orders with the view of ascertaining their effect upon discipline in the command. Unnecessary or harrassing orders must be avoided.

b. While all staff sections are concerned with discipline, the G1 is specifically charged with the general staff responsibility of keeping the commander informed on all matters affecting the state of discipline.

c. Discipline and morale are closely interrelated. Some of the most common indicators of low morale and poor discipline are—

- (1) Excessive number of cases of absence without leave and desertion.
- (2) Increase in number and seriousness of courts-martial offenses.
- (3) Increase in arrests by civilian law enforcement agencies.
- (4) Increase in the venereal disease rate.
- (5) Marked increase in the number of malingerers.
- (6) Heavy losses in equipment due to carelessness.
- (7) Blackmarket activities.
- (8) Carelessness in dress and saluting.

- (9) Lack of attention to individual cleanliness, and cleanliness and neatness of quarters.
- (10) Improper response to commands, directives, and other orders.
- (11) Large number of requests for transfer to other units.
- (12) Self-inflicted wounds.

d. Conversely, low incidence or absence of the foregoing indicators, together with high performance of duty, are evidence of good morale and good discipline.

e. In addition to keeping the commander informed, G1 coordinates, plans and supervises activities pertaining to the administration of discipline and law and order, except with respect to the administration of military justice. Specifically, he is concerned with absence without leave, collection and disposition of stragglers, rewards and punishments, general instructions which especially concern individuals, discipline, disciplinary installations, maintenance of law and order within the command, military police, military justice and courts-martial, operation of stockades, and measures taken for the rehabilitation of prisoners. The following special staff officers are vitally concerned with matters affecting discipline, law and order. For details of their activities in this field see FM 101-5.

- (1) Staff Judge Advocate. The staff judge advocate is the commander's specialist for the administration of military justice within the command. Although he communicates directly with the commander on matters pertaining to military justice, he keeps the G1 informed on matters affecting discipline, law and order.
- (2) Provost marshal.
- (3) Inspector general.
- (4) Special services officer.
- (5) Chaplain.
- (6) Surgeon.
- (7) Adjutant general.

91. Measures for Maintaining Law and Order

Law and order activities of the commander and his staff can be grouped into preventive and corrective measures.

a. Preventive measures are those which bring about habits and attitudes in military personnel conducive to obedience to and respect for authority, and which seek to eliminate existing or potential causes of law violations. They include—

- (1) Disciplinary training.
- (2) Employment of sound leadership principles at all echelons.

- (3) Careful and complete orientation of the soldier as to his obligations, his privileges, the necessity for law and order, and provisions of the Uniform Code of Military Justice (UCMJ).
- (4) Ceremonies and programs to develop military smartness, pride in organization, personal appearance, and personal accomplishment in the Army.
- (5) The proper employment of military police.
- (6) Cooperation between military units and local civil authorities.
- (7) Reasonable adjustment of disciplinary measures to local conditions.
- (8) Issuance of only such instructions and orders as can be enforced.
- (9) Use of preventive measures which can accomplish their purposes without undue hardship.
- (10) Use of suggestion, advice, and tactful criticism by commanders to keep men out of trouble.
- (11) Compliance with spirit and letter of leave policy.
- (12) The placing of chronic troublesome civilian establishments and areas as off limits.
- (13) Private rebuke and considerate counsel in cases of initial minor offenses.
- (14) Study and analysis of causes of violations and elimination of such causes.
- (15) Avoidance, to extent practicable, of punishment which removes the offender from training and from hazards and hardships of combat.
- (16) Maintenance of factual data relative to the morale and discipline indicators listed in paragraph 90c, and relative to the current status of men in arrest, delays in trial, and nature of offenses, in order to detect early undesirable trends in discipline or in the administration of discipline.
- (17) Insuring that personnel are afforded an opportunity to be heard regarding complaints and that, when warranted, proper corrective measures are taken.
- (18) Encourage regular attendance at religious services and faithful practice of individual religious obligations.

b. Corrective measures deal with actual offenses, and with major or frequent offenders. They are means of maintaining law and order in cases where preventive measures have failed. They include apprehension of offenders, courts-martial trial, punishment, confinement, and rehabilitation.

92. Prevention of Self-Inflicted Wounds

The number of cases of self-inflicted wounds is an indicator of the status of morale and discipline within a unit. Invariably the individual involved claims that the wound was accidental. Seldom are there witnesses, and it is usually difficult to prove deliberate intent. Morale of the unit will be impaired if such cases are evacuated to the rear unrecognized. It is axiomatic that unless residual disability prevents it, individuals with self-inflicted wounds should be returned to duty with their units as soon as injury is healed. This measure acts as a deterrent both to the offender and to others who may be tempted to use such methods to evade duty. In all cases, prompt investigation and, when warranted, disciplinary action should be taken before offender is evacuated from the army area. Results of trials ending in convictions should receive wide publicity.

Section II. ABSENCE WITHOUT LEAVE, DESERTION, AND STRAGGLER CONTROL

93. Analysis of Causes

Because of the serious nature of absence without leave and its effect on the combat efficiency of the Army, the Department of the Army conducted an extensive survey to obtain fundamental information on the problem. The survey disclosed that the absence without leave rate for poorly educated soldiers and married soldiers was substantially greater than the Army average. Questionnaires filled out by soldiers indicated the following main reasons why men absented themselves without leave:

- a.* Failure to obtain a pass when needed or believed to be needed.
- b.* Poor adjustments in the Army.
- c.* Personal abnormalities.
- d.* Job misclassification and misassignment.
- e.* Real or imagined sickness.

94. Reduction of Absence Without Leave

Evidence furnished by the survey indicates that the problem involved in controlling or mitigating absence without leave offenses are largely problems which any unit commander should be able to solve by the following means:

- a.* Know and understand the men.
- b.* Set up a planned leave policy.
- c.* Check all policies for fairness (especially those relative to leaves, passes, and promotions).
- d.* Discuss with the men their personal problems.

- e. Build an *esprit de corps*.
- f. Give recognition for jobs well done.
- g. Insure that officers develop a genuine interest in the welfare of the men.
- h. Exercise care in the selection of job assignments.

95. Control

Military personnel who are absent without leave when apprehended are returned to their organization, under guard if necessary, for appropriate action. Assistance in the control of absence without leave is a function of the military police and is carried out by means of town patrols, apprehension teams, military police posts established at airfields, bus and railroad stations, and spot checks of military recreational facilities. Civilian-owned and operated hotels, bars, restaurants, and amusement enterprises are also spot-checked by military police. Military police at traffic posts also have the duty of apprehending individuals who are absent from their units without proper authority.

96. Stragglers

a. Military personnel apprehended in the combat zone who are away from their units without proper authority are classified, generally, as stragglers. There are three types of stragglers—

- (1) Men who are lost.
- (2) Men who quit their post in face of the enemy.
- (3) Neuropsychiatric cases.

b. *Control* of straggling, and the prompt return of stragglers to their organization, is a primary function of the military police. Straggler control is a responsibility of all commissioned and noncommissioned officers in the division area.

c. *The straggler line* is a military police control line, consisting of straggler posts with connecting straggler patrols. It extends across the zone of action, normally immediately in rear of the division medium artillery position. The purpose of the straggler line is to apprehend stragglers, line crossers, and infiltrators. It should follow lateral lines of communications and easily identified terrain features, should intersect natural lines of drift to the rear, and should connect with straggler lines of adjacent units.

d. *Straggler posts* are established along the straggler line at critical points and are connected by patrols. These posts should be located on natural lines of drift, concealed from enemy observation, and defiladed from small-arms fire. "Straggler collecting points" are designated straggler posts at which stragglers are assembled from other posts for return to their units or evacuation

to the rear. Military police operating straggler posts normally will have the additional duty of traffic control or other assigned military police duties.

e. All individuals in rear of the straggler line are subject to questioning by military police to determine their authority to be in that area.

Section III. MILITARY POLICE

97. Staff Responsibilities

a. The G1 coordinates those activities of the provost marshal pertaining to personnel. The provost marshal's close daily contact with troops makes him a valuable source of information to G1 as to the morale and discipline of the command. The discipline of a unit is an indication of its morale and the probable manner of performance of its mission and duties.

b. The provost marshal is directly charged with the enforcement of laws, regulations, and orders, crime prevention, criminal investigations, apprehensions, and custody of offenders. He also has direct responsibility for handling prisoners of war, retained personnel, and civilian internees. As a staff officer, he advises the commander and staff on all phases of military police activities.

c. Military police units aid in the discharge of the responsibilities charged to the provost marshal.

d. G1 is concerned with the enforcement of laws and regulations, the maintenance of order and discipline, the collection and disposition of stragglers, the control of civilians, and the handling of prisoners of war.

98. Communications Zone

a. Communications zone commanders must anticipate and be prepared to cope with the many problems in the enforcement of laws and regulations, and the maintenance of order and discipline. This is due to the presence of large numbers of individual military personnel in the communications zone, either on leave or pass, or as members of units being staged therein.

b. Close liaison and cooperation is necessary with combat unit commanders whose units are temporarily located in the communications zone. As far as practicable, disciplinary problems in the communications zone involving personnel of other commands or services should be handled through the appropriate commanders.

c. The theater army commander assigns military police units to the communications zone according to need and availability.

99. Criminal Investigation

Criminal investigation is conducted by military police specially selected, trained, and accredited by the Provost Marshal General as criminal investigators.

100. Special Problems

Among the special law and order problems which will confront commanders and staff officers in military operations are the following—

- a.* Smuggling and black-market operations.
- b.* Pilferage of supplies.
- c.* Currency manipulation.
- d.* Fraternization.
- e.* Liaison with civilian police.
- f.* Traffic control.
- g.* Control of individuals.
- h.* Prostitution.
- i.* Security.
- j.* Homosexuality.
- k.* Civil disturbance.

Section IV. ADMINISTRATION OF MILITARY JUSTICE

101. G1 Activities Related to Administration of Military Justice

a. The G1, in carrying out his responsibilities to the commander relating to law and order, should insure that the following measures are being fully employed throughout the command:

- (1) Proper preventive measures.
 - (2) Study of cases for the purpose of discovering and eliminating causes of derelictions.
 - (3) Provision for adequate number of members for appointment to courts-martial.
 - (4) Qualification of members of courts.
 - (5) Rotation of members of all courts.
 - (6) Frequent check of operation of confinement facilities.
- b.* (1) The statistical records of the staff judge advocate are important sources of information as to the state of discipline in the command. Although the staff judge advocate communicates directly with the commander on matters pertaining to military justice, he keeps the G1 informed on those matters pertaining to discipline, law, and order within the command which are the responsibility of the staff judge advocate.

- (2) The staff judge advocate is directly responsible for the administration of military justice within the command.
- (3) G1 is concerned with the effects of military justice and courts-martial and with the general problem of discipline, law, and order other than the administration of military justice.

102. Proper Preventive Measures

Fundamental principles of good leadership must be employed throughout the command. Disciplinary measures must be definite, prompt, reasonable, and uniform as between offenders of like degree. Confinement as a means of punishment should not be employed unnecessarily. The staff must plan, provide, and supervise preventive measures, including recreation, activities of the chaplain and Red Cross, fair leave policies, and hearing of complaints. Effective troop information and education programs also contribute to the maintenance of discipline and morale. Perhaps the most important preventive measure is the thorough indoctrination of the command with the proper concept and attitude toward military justice. Each individual must understand and have pride in the system of military justice and must be made cognizant of the fact that the provisions of the *Uniform Code of Military Justice* represent the soldier's protection from the damaging influence of the careless or criminal soldier.

103. Study of Cases for the Purpose of Discovering and Eliminating Causes

The periodic reports prepared by the provost marshal and the staff judge advocate are principal sources of information in this connection. These reports will show whether the number of offenses is abnormal, which offenses occur most frequently, and whether they are common throughout the command or are localized in certain units. By studying these reports it can be determined whether command-wide corrective action is needed, or if a particular unit or units need special attention.

104. Provision for an Adequate Number of Members for Appointment to Courts-Martial

The staff judge advocate has the primary responsibility for the establishment of an adequate number of courts-martial in the command; however, the functions of supplying members for appointment to these courts-martial, the assuring that the members are fully qualified, and the rotating of members of all courts-martial are within the supervisory responsibilities of the G1.

105. Processing of Military Offenders

The main steps in the processing of military offenders include the following:

a. Arrest or Confinement. If the offense or the crime was committed within the command to which the offender belongs, he may be placed under arrest, restricted to quarters or to area of command, or confined in a designated place of confinement. However, confinement will not be imposed pending trial unless deemed necessary to insure the presence of the accused at the trial or because of the seriousness of the offense charged.

b. Return to Unit. If the offense or crime was committed away from jurisdiction of command, and the offender was taken into custody by military police, he may be taken to the military police station, booked (that is, a detailed record made of the circumstances which necessitated the apprehension), and returned to his unit in custody of military police; not booked and released to return to his unit; or held until custody is assumed by his unit with proper receipt completed. If proof of the alleged offense will require the presence at the trial of residents or military personnel of the area where the offense was alleged to have been committed, the suspected offender may be held in custody in that area pending completion of arrangements for his trial by a court appointed by a commander exercising appropriate court-martial jurisdiction over the area. Concurrence of the officer exercising GCM jurisdiction over the unit of which the accused is a member, is customarily obtained.

c. Reports. Offense or incident reports may be forwarded by the provost marshal directly to the commanding officer of the offender's unit or forwarded through command channels to the commanding officer of the offender's unit.

d. Preferring Charges. When appropriate, charges may be preferred and individuals tried as prescribed by the Manual for Courts-Martial, 1951.

106. Frequent Check of Operation of Confinement Facilities

The G1's interest in the personnel of the command, as individuals, does not cease because of the confinement of certain of those individuals. His supervision should insure that guard houses and stockades are operated and administered in accordance with Army Regulations.

107. Administration of Confinement Facilities

The details of administration of confinement facilities are prescribed in AR 210-188 and SR 210-188-1.

CHAPTER 5

PRISONERS OF WAR

108. Objectives

a. The primary objectives sought in handling prisoners of war are—

- (1) Maximum intelligence information from prisoners of war within restrictions imposed by international law, including the rules of land warfare.
- (2) Compliance with international law, including the rules of land warfare.
- (3) Prevention of escape and liberation.
- (4) Conservation of own resources.
- (5) Proper treatment of own men captured by the enemy.
- (6) Weakening the will of the enemy to resist capture.

b. The following procedures normally are employed as means of achieving these primary objectives—

- (1) Humane treatment of prisoners of war.
- (2) Minimum processing in the combat zone.
- (3) Prompt evacuation to rear.
- (4) Provision of opportunity for each required echelon of the command to interrogate prisoners (FM 30-15).
- (5) Maximum help from each higher echelon to each lower echelon.
- (6) Maximum utilization of prisoners of war as a source of labor, within the restrictions imposed by international law, including the rules of land warfare.
- (7) Indoctrination of troops in the provisions of regulations and international agreements relating to prisoners of war.

109. Command and Staff Responsibilities

a. Commanders exercise supervision over prisoners of war on behalf of the United States, and are responsible for their custody, administration, and treatment.

b. Prisoners of war who are captured or interned in a theater of operations remain in the custody of the theater commander until they are evacuated from the theater, repatriated, or paroled.

c. G1 is the general staff officer primarily responsible for the supervision of plans for prisoners of war, and for the coordination of such plans with the following general and special staff officers:

- (1) G2, for estimate of number of prisoners of war antic-

ipated, and the interrogation of prisoners of war, friendly and enemy civilians from enemy-held territory, and recovered United States and allied personnel.

- (2) G3, for additional troops to be used as guards when large numbers of prisoners of war are captured.
- (3) G4, for supply, construction of installations, hospitalization, labor, and transportation.
- (4) Provost marshal, for location of sites for collecting points, cages, or camps, and for evacuation, guarding, processing, education, and administration of prisoners of war.
- (5) Judge advocate, for advice on legal questions relating to prisoners.
- (6) Chaplain, for advice and services pertaining to the religious needs of prisoners.
- (7) American Red Cross representatives, for services as permitted by the Geneva Conventions.

I 10. United States Personnel as Prisoners of War

United States personnel as prisoners of war are subject to the rules and regulations indicated in FM 27-10.

I 11. Recovered United States Prisoners of War

The G1 has general staff responsibility for coordinating and supervising the initial steps for the rehabilitation of United States or allied personnel who are recovered from the enemy. As a rule, such personnel are in poor physical condition. The initial steps toward their rehabilitation include the furnishing of food, clothing, and necessary medical attention (par. 87d). The G1 must also arrange for prompt notification to higher headquarters of the recovery of any United States or allied personnel from the enemy. Arrangements must be made for their prompt evacuation from the combat zone, and communication facilities provided so that the recovered personnel can immediately send a message to their families. The G1 also will be responsible for ascertaining that United States and allied personnel recovered from the enemy have been instructed not to discuss their experiences in enemy-held territory with anyone until they have been questioned by authorized intelligence personnel, and will insure that G2 has been notified of their recovery.

I 12. References

FM 19-40, FM 27-10, FM 30-15, TM 30-210, TM 19-500, and DA Pam. 20-150, October 1950, provide further discussion of the procedures to be followed in handling enemy prisoners of war (example 2, app. II).

CHAPTER 6

GRAVES REGISTRATION

Section I. GENERAL

113. Definition

Graves registration activities in support of major military operations provide for (1) the search, recovery and evacuation of the remains of deceased United States military personnel, and such civilian, allied and enemy personnel as circumstances require, (2) the initial identification and temporary interment of the remains, (3) the recovery and handling of personal effects found on the remains, (4) the establishment, operation and maintenance of temporary cemeteries, and (5) the accomplishment of pertinent records and reports in connection with such activities (FM 10-63).

114. Reasons for Graves Registration

The need for and importance of an efficient graves registration service is threefold: the maintenance of adequate sanitation, the maintenance of morale, and compliance with rules of land warfare. The morale factor includes both that of the military and that of the civil population. Much of the work of the graves registration service is aimed toward maintenance of harmonious public relations with the civilian population of the United States. The effect of sudden death on the personal affairs of the survivors of the deceased individual must be considered in evaluating the importance of graves registration. Lack of identification will delay payment of insurance benefits and gratuities, and normally results in increased cost to the Government. This condition may create legal difficulties and may often subject survivors of the deceased to undue hardships. Prompt evacuation and burial normally will satisfy the requirements of preserving adequate sanitation of the area and the morale of the combat troops. The rules of land warfare require each belligerent to establish a graves service to insure prompt and adequate care for the dead of the enemy. The system of graves registration is designed to assure that—

- a. Identification of the remains is facilitated.
- b. Remains are evacuated to a cemetery and properly interred.
- c. Graves are marked and registered so that remains may be disinterred and final disposition accomplished.

d. Search and recovery will be conducted for remains not previously recovered.

e. Personal effects found on the remains will be forwarded to proper recipient.

f. Administrative recording and reporting are prompt, accurate, and complete.

115. Command Responsibility

Commanders are responsible for the recovery, identification, and burial of deceased military personnel and civilians under jurisdiction of the armed forces.

116. Responsibility for Planning and Operation

The G1 of a command is responsible for planning the graves registration service. The quartermaster of a command is charged with the actual operation of the graves registration service. Field commanders within their respective commands are responsible for providing for the conduct of graves registration activities, including the implementation of theater graves registration policies.

117. References

The organization, functions, and operations relating to the handling of deceased personnel in the theater of operations are contained in FM 10-63. Basic authority for care and disposition of remains is cited in AR 600-570.

Section II. ORGANIZATION AND OPERATIONS

118. Theater of Operations

a. Theater commanders will establish within their commands a central graves registration office to maintain data of the burial and recovery status of all dead and missing; to coordinate search, recovery, identification and burial operations; to supervise the establishment and maintenance of all temporary cemeteries; and to serve as a clearing point for graves registration information for all field elements.

b. The theater army quartermaster as head of the theater army graves registration service prepares recommendations on the following plans and policies:

- (1) Technical supervision of military cemeteries.
- (2) Coordination with communications zone sections and armies on the burial of all deceased military personnel and number and location of military cemeteries.

- (3) Technical supervision of the collection and processing of personal effects.
- (4) Records of all burials.
- (5) Technical supervision of all means and methods used for identifying deceased personnel.

He also establishes the office of record for army graves registration within the theater.

c. Where a theater army effects depot is maintained, it usually is operated by the quartermaster of one of the communications zone sections and technically supervised by the theater army or communications zone quartermaster. Personal effects of all deceased personnel are forwarded to the depot for shipment to the personal effects depot in the zone of interior.

119. Army in Theater of Operations

a. Within the army and corps service areas, the army quartermaster is charged with the collection and burial of remains, a systematic search for remains in the army area and supervision of the quartermaster graves registration units assigned or attached to the army. He establishes and operates army cemeteries. The graves registration office of record is in the office of the army quartermaster.

b. A typical graves registration organization in a field army includes four graves registration companies. One of these companies is for use in the army service area to operate cemeteries and conduct searches for remains. The remaining three companies have the mission of supporting the graves registration activities of corps.

120. Corps in Theater of Operations

Although corps normally do not operate cemeteries, they may open cemeteries when directed by army. Platoons of graves registration companies normally are attached by army to divisions of the corps during periods of severe isolated or unusual fighting. The bulk of graves registration support is placed behind the main effort of the corps or division.

121. Infantry Division in a Theater of Operations

a. The division graves registration officer is a member of the division quartermaster's section. His duties are concerned primarily with collection, identification, and evacuation of the dead.

b. The division quartermaster company has a graves registration section consisting of 10 enlisted men which operates the division graves registration collecting point. Its functions consist of receiving, identifying and the evacuating of remains to army

collecting point or cemetery. The division collecting point should be served by a good road net and, if possible, concealed from view of troops.

c. Each infantry regiment has a graves registration section consisting of one officer and five enlisted men which performs battlefield search, identification, collection, and evacuation from regimental collecting point to the division collecting point.

d. In addition, each infantry battalion is responsible for battlefield search within the battalion area and evacuation of the dead to the regimental graves registration collecting point.

e. Example 3, appendix II, covers responsibilities and procedures within a division dealing with graves registration.

122. Armored Division

The organization for graves registration within the armored division differs from that of the infantry division in that the only organic graves registration personnel provided is the graves registration section of 10 enlisted men in the field service company of the armored division quartermaster battalion. Therefore, units in the armored division evacuate their dead to a division collecting point where the personnel of the graves registration section of the field service company then identify and register remains, and evacuate the remains to an army collecting point or to an army cemetery. Within the combat command the S4 is responsible for graves registration. Each battalion in an armored division should detail one officer as graves registration officer in addition to his other duties.

123. Airborne Division

Graves registration in the airborne division is organized and functions in a manner generally similar to that in the infantry division. In addition to the duties normally performed by infantry division graves registration personnel, graves registration sections of the airborne division may establish temporary regimental or division cemeteries. Regimental cemeteries are established only when it is impossible or highly impracticable to evacuate the dead to division or higher cemeteries. Dead are not normally evacuated from an airhead.

124. Identification

An identification report is filled out at the first collecting point to which remains are brought regardless of whether or not identification can be established at this point. No means of identification of remains should be left unexplored.

125. Effects

The personal effects of deceased personnel must be collected, safeguarded, and eventually delivered to the next of kin. Effects should be left with the remains until just prior to burial. The responsibility for effects found on the remains rests with the graves registration service or, in the case of isolated burials, with the individual in charge of the burial detail. Responsibility for effects found in camp or bivouac rests with the deceased's commanding officer. In the case of effects found in hospitals the commanding officer of the hospital is responsible. Personal effects are listed on the individual report of burial and on DA Form 54, Inventory of Effects. Care must be taken to insure that all personal effects of the deceased are included on Form 54 except for items which may prove embarrassing to the next of kin. Classified matter and items of intelligence interest must be withdrawn and turned over to G2. The original of Form 54 accompanies the personal effects, one copy is mailed to the Army Effects Agency, and one copy is for the record of the graves registration operating unit. The effects themselves are forwarded to the communications zone effects depot, from where they are sent to the Army Effects Agency, and then to the next of kin (SR 600-560-5 and SR 600-560-6).

126. Burials

a. Cemeteries are established as needed. The number should be held to a minimum. Corps and even division cemeteries may be established if circumstances warrant and if authorized by the Army commander. In the absence of unusual circumstances one cemetery per army is normal. In the selection of sites for cemeteries these factors should be considered—

- (1) Screened from hostile ground observation and beyond hostile artillery fire.
- (2) Located in open fields where ground is well drained and easy to dig.
- (3) Out of sight of main roads traveled by troops.
- (4) Served by a good road net.
- (5) Minimum interference with use of adjoining land.

b. Isolated burials are avoided but may become necessary under certain combat conditions. Remains are disinterred and moved to established cemeteries as circumstances permit. Unit standing operating procedure for isolated burials should specify in detail the minimum depth of graves, identification procedures, disposition of identification tags, methods of marking graves, conduct of religious services, reporting procedures, forms to be completed, and the disposition of personal effects. These procedures are set

forth in Army Regulations, special regulations, and in directives from higher headquarters.

c. Standing operating procedure for units establishing cemeteries will have essentially the same scope but may in addition include such details as size, layout, and the numbering of graves.

127. Reports

There is one basic report rendered on burials. It is the individual report of interment rendered on DD Form 551. This form is made out for every burial and is designed to locate positively the grave of the individual concerned and, in the case of an unidentified burial, to provide information to assist in making an identification subsequent to burial. Fingerprints will be recorded on this form in all cases where possible.

CHAPTER 7

MORALE AND PERSONNEL SERVICES

Section I. MORALE

128. General

a. Definition. Morale is the state of mind of an individual as indicated by his willingness to do his duty and to participate as a member of a team for the accomplishment of the team objective. Good morale is indicated by a positive drive on the part of the individual, a push beyond that which is expected, and an eagerness and enthusiasm, almost an intuition, concerning the leader's desires. Poor morale is displayed by dissatisfaction, indifference, lack of discipline, and lethargy. Maximum military performance is attained only when the will or spirit of each individual to perform his assigned tasks is brought to its greatest application in the combined effort in a group or unit. Morale is pride in self while esprit de corps may be said to be pride in unit.

b. Morale and Leadership. Morale is a result of leadership. It is the subordinate's expression of obedience, confidence, respect, and loyal cooperation elicited by command influence and direction. It is affected by the method used in discharging every command responsibility. Morale also is influenced by the leadership of the commander's staff. Good morale is attained and maintained by training, discipline, and mutual confidence and comradeship among all members of the command. With proper leadership good morale will exist despite physical fatigue, hardship, privation, and self-sacrifice.

129. G1 Responsibility for Morale and Esprit

a. General. The G1 staff responsibility for all matters pertaining to personnel as individuals includes that related to morale. It is G1's job to assist the commander by recognizing promptly problem areas adversely affecting moral and esprit and initiating staff or recommending command action to rectify all contributory causes involved. *It is incumbent on the G1 to be constantly on the alert for indications of low morale regardless of their source.* Any and all morale indications must be analyzed carefully, and appropriate action taken to eliminate the morale destroying factors involved. Not only the members of the G1 section, but all other staff members as well, must conscientiously be on the alert to detect and report to the G1 any indication, how-

ever slight, of low morale and esprit on the part of individual members or subordinate units of a command.

b. Morale Indicators. Morale indicators generally come to the attention of the G1 through staff visits or in the form of reports.

(1) *Staff visits.* Items to be observed during visits include—

- (a) Combat efficiency.
- (b) Appearance and courtesy.
- (c) Personal hygiene.
- (d) Care of equipment.
- (e) Condition of mess and billets.
- (f) Adequacy and suitability of rations.
- (g) Care of casualties.
- (h) Response to instructions and order.
- (i) Use of recreational facilities.
- (j) Attitude of leaders toward subordinates.
- (k) Use of religious facilities and chaplain evaluation.

(2) *Reports.* Reports which assist in measuring morale are those which pertain to the following:

- (a) Men absent without leave and deserters.
- (b) Malingerers.
- (c) Arrests and apprehension, military and civilian.
- (d) Punishments (courts-martial and Art 15, UCMJ).
- (e) Requests for transfers.
- (f) Sick call rate.
- (g) Venereal disease rate.
- (h) Stragglers.
- (i) Self-inflicted wounds.
- (j) Black market activities.
- (k) Pilfering.
- (l) Use of rations.
- (m) Chaplain's monthly report.

c. Evaluation of Morale.

(1) To understand why morale is low requires a thorough understanding of all factors which affect morale. Morale indicators serve to direct and focus attention on those items which normally affect morale. Statistics relative to these factors must be correlated with other conditions existing in the units before they provide a valid analysis of the morale situation. To determine that a unit's morale is low is not nearly so important or difficult as to determine the reason why it is below desired standards.

(2) Routine administrative reports concerning status of per-

sonnel serve many purposes, but, when properly interpreted, provide valuable aids in the measurement of efficiency of units.

- (3) Commanders are concerned primarily with the condition or status of units. The unit status is based both on response of the individuals and of the unit of which they are a part. The evaluation of the morale of the individuals within a unit is of assistance in determining whether the unit itself has a high esprit de corps.

Section II. PERSONNEL SERVICES—REST, LEAVES, AND ROTATION

130. Personnel Services

a. Purpose. The remainder of this chapter presents those means by which the G1 can assist his commander in attaining and maintaining good morale within the command. Because these means concern personnel as individuals, they are considered herein as *personnel services*. The maximum capabilities of the individuals are attained through training, supervision, and guidance. Morale is attained through constant attention by the commander to the individual's welfare and through application of appropriate leadership principles. Personnel services are of major importance because the outcome of a commander's directed plan depends primarily upon the response of the individuals of the command. However, the degree of attention paid to the welfare of individuals must be subordinate to the interest of the group and to the exigencies of the total effort. Although the immediate objective of personnel services is to assist the commander in caring for the personal needs or welfare of his men as individuals, the ultimate objectives are the conservation of manpower and the stimulation of the individual's sincere desire to contribute to the effectiveness of his unit.

b. Services Provided. The following personnel services are provided—

- (1) Rest and leave.
- (2) Rotation.
- (3) Decorations and awards.
- (4) The Army Postal Service.
- (5) The Army Exchange Service.
- (6) Finance service.
- (7) The chaplain's service.
- (8) Special services.
- (9) Welfare services.

c. Supervision of Personnel Services. G1 is responsible to the

commander for the preparation of plans for and the supervision of personnel services within the unit. In discharging this duty, he seeks the advice and assistance of the general or special staff section concerned with the operation of each service. The supervision of a given service frequently requires coordination with several staff sections.

d. Typical Policies and Procedures. Typical policies and procedures within a division pertaining to personnel services are enumerated in example 4, appendix II.

131. The Need of Rest and Leaves

a. General. This phase of personnel services has as its objective the maintenance and refitting of men for efficient combat and other military duties; in other words, the conservation of manpower. Military working hours in time of war are dependent on the demands of the tactical or strategic situation. Wars are not fought on an 8-hour day. Consequently, all echelons must be prepared to work long and irregular hours.

b. Terms.

- (1) *Leaves, passes, and TDY for rest and relaxation.* In the following paragraphs the word *leave* is used in the ordinary sense of a period of free time chargeable against accrued leave. *Passes* are periods of free time, not chargeable against leave, which are limited to 3 days duration. *TDY for rest and relaxation* is directed duty designed to rehabilitate the individual mentally and physically.
- (2) *Emergency leaves.* With reference to *emergency leaves* in the theater of operations, it should be remembered that although such leaves are readily granted in the zone of interior, e.g., when there is a death in a soldier's family, they are rarely granted in oversea theaters during active operations. Theater army headquarters will prescribe the conditions under which exceptions will be made.

132. Quotas for Leave, Pass, and TDY for Rest and Relaxation

a. General. Recommendations concerning, and staff supervision of, quota allocations to leave areas and recreational centers is a staff responsibility of the G1 of a command. No strict policy can be established governing how quotas should be allocated. It depends on many factors which the G1 must evaluate each time a quota is received. In general, the aim of any system should be to give priority to the troops who have the greatest need for rest and relaxation. These are the frontline infantry. As a stand-

ard or guide for a command policy, a system of assigning quota weights to the various units or commands could be used as explained in the following subparagraphs.

b. Combat Units. The theater army commander notifies armies (or army groups) of quota allocations for leaves and TDY for rest and relaxation. Within combat units, men consider the privilege of leave, pass and TDY for rest and relaxation to be of incomparable value. Therefore, the commander, G1 and S1 of combat units must give serious consideration to suballocation of quotas to combat units within a division. The guiding principle in suballocation is *to provide quotas for units in proportion to their needs*. In addition, some reservation must be made for emergencies. The commander may decide that as a reward for outstanding accomplishment or to assist in rehabilitation, additional allocations should be made to certain units. When such extenuating circumstances are not present, the technique of equitable distribution based on combat participation best provides allocation in proportion to need. Such equitable distribution is based on two factors: the type of unit and the proportion of total strength represented by that unit. The easiest method of bringing these two factors to bear on the allocation of leaves within the division is the system of quota weights and weighted percentages. A quota weight is an arbitrary figure assigned to each type of unit or group of similar units in the division based on their proximity to battle. The following example will serve to clarify the explanation given above: 5 percent of the strength of an infantry division is to go on leave, pass, or TDY for rest and relaxation. A quota weight is assigned to each unit or group of similar units. The computations based on these quota weights are worked out as follows:

- (1) The percentage of the total strength of the division which each unit or group of similar units comprises is determined.
- (2) This percentage is multiplied by the corresponding quota weight. This gives the weighted unit proportion.
- (3) The weighted unit proportions are added to arrive at the total of unit proportions of allocation.
- (4) Each separate weighted proportion is divided by the total of proportions. This gives the weighted percentage of each category to go on pass.
- (5) The weighted percentages are applied to the total number of men to go on pass to give the breakdown among the components of the division.

Units	Quota weight	Percent total strength	Weighted unit proportions of allocation (Q x %)	Weighted percent of allocation: Unit proportion (Total of proportions)	Actual allocation (Weighted % x 888)
Inf.....	3	60.2	180.6	72.2	641
Arty.....	2	19.7	39.4	15.8	140
Recon.....	2	1.0	2.0	.8	7
Tk.....	2	3.7	7.4	2.9	26
Engr.....	2	5.3	10.6	4.2	37
Med.....	1	1.8	1.8	.7	6
Div Hq.....	1	1.0	1.0	.4	4
Hq Co.....	1	.7	.7	.3	3
MP.....	1	.9	.9	.4	4
Ord.....	1	1.7	1.7	.7	6
QM.....	1	1.4	1.4	.6	5
Sig.....	1	2.0	2.0	.8	7
Band Repl Co Med Det.....	1	.6	.6	.2	2
TOTAL OF PROPORTIONS: 250.1				TOTAL	888
				(5% of 17,752)	

Figure 6. Quota weights and weighted percentages—division level.

Figure 6 shows how the computations of this system of leave quota allocation are completed.

c. *Army.* The same method, modified according to circumstances, is employed by an army. To accomplish this, the G1 would recommend a policy of assigning a quota weight of 3 to the assault troops, 2 to the combat support troops, and 1 to the service support troops. These weights are, as always, arbitrary figures which can be adjusted to fit varying situations.

d. *Army Group.* At army level the G1 should recommend a proportionate breakdown according to the strength of the various armies in the group.

e. *Theater Army.* At theater army level, a quota weight of 3 would be assigned to the assault troops, a weight of 2 to divisional and nondivisional combat support troops, and a weight of 1 to nondivisional service troops, both in the combat zone and in the communications zone (fig. 7).

**COMPUTATION OF WEIGHTED PERCENTAGES:
THEATER-WIDE BASIS**

	1	2	3	4	5	6	7
1	Division slice ¹	Quota weight	Per-centage ¹ strength	Weighted proportion	Weighted percentages	Percentage of quota to units	Break-down of quota between combat and communications zone
2	Divisions: ² Assault elements...	3	² 25	75	³ 41	60	86%
3	Divisions: ² Other elements...	2	² 17	34	19		
4	Corps and army: Combat.....	2	14	28	16	16	
5	Corps and army: Service.....	1	19	19	10	10	
6	Communications zone.....	1	25	25	14	14	14%

TOTAL OF PROPORTIONS: 181

¹ See FM 101-10.

² 42 percent of slice is in divisions; 60 percent of a division is assault.

³ This figure is used in computing total theater quota below.

Figure 7. The determination of theater leave quotas, and the allocation thereof.

133. Facility Capacity

a. At theater army level an additional problem is introduced; that of determining, for planning purposes, the desired capacity of theater leave and recreational facilities. Since it is established that priority should be given to combat troops for the use of theater leave and recreational facilities, the maximum number of such troops which will use these facilities should become the basis for determining the total theater capacity. It has been estimated that 3 percent represents the maximum number of assault troops that would be able to use theater leave center and recreational facilities at any one time. Therefore, the G1 of theater army should first determine, on the basis of quota weights discussed above, what weighted percentage of any given leave quota will eventually reach the assault troops. This weighted percentage then equals the figure representing 3 percent of the theater army assault strength and from these two factors, the

COMPUTATION OF THEATER QUOTA

Assumed theater strength	1,000,000	
Assault strength	250,000	(Line 2, col. 3 above).
Assault troop leave ceiling (3% of 250,000)	7,500	=41% total theater quota
		(Line 2, col. 5 above).
Total theater quota $\left(\frac{(7,500)}{(.41)} \right)$	18,292	
Quota to combat zone (86% of 18,292)	15,731	(col. 7 above).
Quota to communications zone (14% of 18,292)	2,561	(col. 7 above).

COMPUTATION OF DAILY QUOTA

Assumed allocation of total theater quota recreation centers	10,000	
1 day travel time each way plus 3 days in center		=5 days.
	$\left(\frac{10,000}{5} \right)$	=2,000 daily quota.
Assumed allocation to leave areas ...	8,292	
1 day travel time each way plus 7 days in area		=9 days.
	$\left(\frac{8,292}{9} \right)$	=921 daily quota.
Total daily quota		<u>2,921</u>

COMPUTATION OF FACILITY CAPACITY

Capacity for recreation centers: 2,000 (daily quota) $\times$ 3 (length of stay)	=6,000
Capacity for leave areas: 921 (daily quota) $\times$ 7 (length of stay)	=6,447
Total capacity required	<u>12,447</u>

Figure 7—Continued.

total theater army quota (100 percent) can be computed (fig. 7).

b. The total quota must be further reduced to a *daily* theater army quota. To arrive at this figure, two further factors must be considered:

- (1) Duration of stay at different types of facilities—usually 7 days at leave areas, 3 days at recreational centers.
- (2) Average travel time to and from such facilities.

In addition, actual capacity required for leave and recreational facilities is determined by multiplying the daily turnover by the length of stay at such installations. The example given in figure 7 will serve to clarify the mathematical processes used in arriving at the weighted percentages, the overall theater quota, the daily quota, and the capacity of facilities.

134. Rest Camps

a. Purpose. The purpose of a rest camp is to provide facilities for the rest and recuperation of battle-tired individuals before they reach the critical combat exhaustion stage.

b. Location. Rest camps are generally located in division or corps areas.

c. Responsibility. The division commander is responsible for the organization and operation of rest camps for organic and attached troops, and the corps commander for corps troops. Actual operation should be under the supervision of the division or corps special services officer. An alternate method is to establish unit rest camps at unit rear echelons. This method eliminates the special administrative arrangements which must be made in the case of a single divisional or corps rest camp, such as housing, messing, supply, etc. When unit rest camps are used, the operation is the responsibility of the unit commander.

d. Operation. Generally, rest camps will be located in the vicinity of division rear echelon and vicinity of corps headquarters. The unit or special services officer designated to operate rest camps will be responsible for providing messing and sleeping accommodations.

e. Facilities. The principal accommodations required are messing and sleeping. In addition, religious, finance, Red Cross, and Special Services facilities should be made available.

135. Rest Areas

a. Purpose. The purpose of rest areas is to provide the facilities for rest and rehabilitation of *units* the size of battalions and larger.

b. Location. Rest areas usually are located in the combat zone, but may, on occasions, be located in the communications zone. They should be centrally located and close to a good road net.

c. Responsibility. Responsibility for the organization and operation of rest areas is assigned to armies, corps, and divisions in the combat zone, and to sections in the communications zone. Usually an army will operate a rest area of sufficient size to accommodate one or more divisions. A corps may operate a rest area large enough to accommodate a division, but generally it confines itself to providing for the separate units of the corps. Divisions may operate an area for the units of the division when necessary. It is the staff responsibility of the G1 of the command concerned to insure that all essential facilities which will serve to enhance the well-being of the units are provided in an established rest area. He should make maximum use of the special services officer, American Red Cross representatives, and the

chaplain. Close coordination with other members of the general and special staff is necessary to insure efficient operation of the area.

d. Operation. Whenever feasible, maximum use should be made of friendly indigenous civilians in the operation of rest areas, supplemented by army supervisory personnel, exchange detachments, special services units, postal and finance detachments, quartermaster units, and the American Red Cross representatives. The number and composition of the operating overhead required depends on the size and condition of the area, and availability of personnel. To operate rest areas successfully, the commander should be furnished a complete operating staff. When necessary, units resting in such areas supplement the regular operating overhead, and carry on their own housekeeping duties.

e. Facilities.

- (1) *Housing.* Normally, the establishment of a rest area requires a good deal of construction and the use of issue tentage by the command responsible for its operation. Under certain circumstances it is possible to use permanent billets in lieu of tents; however, the use of billets depends upon the availability of housing and satisfactory sanitary conditions.
- (2) *Transportation.* Transportation to, from, and at a rest area is by organic unit transport or is furnished by the next higher command.
- (3) *Training.* Training areas should be included in the organization of a rest area to allow for the effective integration of replacements and the retraining of units.
- (4) *Other facilities.* Additional facilities which are provided in typical rest areas are—
 - (a) Messes.
 - (b) Dispensaries.
 - (c) Areas for recreation, entertainment, and religious services.
 - (d) Exchanges.
 - (e) Barber shops, field or civilian.
 - (f) Post offices.
 - (g) Baths.
 - (h) Clothing and equipment exchange.
 - (i) Finance service.

136. Recreation Centers

a. Purpose. Recreation centers are hotels or other improved facilities operated for the specific purpose of providing rest and relaxation for officer and enlisted personnel on leave, pass, or

TDY for rest and relaxation. They provide billeting accommodations, improved messing facilities, and recreational opportunities.

b. Location. Recreation centers usually are located in cities or resort areas at a reasonable distance from zones of active combat. The location is governed by accessibility and neighboring activities and attractions offering recreational possibilities for the guests.

c. Responsibility. The commanding general of the communications zone or comparable area is charged by the theater army commander with the establishment and supervision of all army recreation centers within his zone. Allocations of quotas to all army troops in the theater is the responsibility of the theater army commander.

d. Operation. The theater army commander usually provides for recreation center operating personnel from the theater army bulk authorization as recommended by the communications zone commander. Such military personnel, plus required indigenous personnel, become the recreation center management and operating staff under the special services officer.

137. Leave Areas

a. Purpose. A leave area is established for the purpose of attracting and accommodating large numbers of military personnel on leave or pass and offering numerous facilities for rest, recreation, and entertainment.

b. Location. Leave areas are located in, and may be any part or all of, a city, a group of towns or villages, a geographical section, or a resort area, easily accessible and attractive to military personnel.

c. Responsibility. The theater army commander usually delegates the authority for establishment and operation of leave areas to the commanding general of the communications zone or comparable area. Allocation of quotas which will permit and encourage capacity use by all army troops in the theater is the responsibility of the theater army commander.

d. Operation. The leave area commander will require a headquarters detachment, secured from the theater army bulk authorization, and several units or teams of service troops, such as staging area units, special services units, army postal unit, finance disbursing sections, engineer utilities detachment, engineer fire fighting teams, medical dispensary, military police unit, quartermaster laundry, bakery, and sales detachments. Many indigenous personnel will be required for clerical, janitorial, and domestic services.

138. Rotation

a. The primary purpose of rotation is the conservation of manpower. Experience factors in certain theaters during World War II indicate that after 120 days of sustained combat, the loss rate rises appreciably and that, after 180 days, the loss rate for veteran combat man exceeds the loss rate for new replacements. Caution should be observed in using these experience factors in the future, as they were determined at a time when field commanders were unable to implement properly leave and pass policies, due to inadequate replacement support. Liberal use of leaves, passes and temporary duty for rest and relaxation, may extend the period of usefulness of the combat veteran. An exchange of new replacements for veteran combat men prior to the time that theater experience factors indicate that an individual will become physically or mentally exhausted will result in an overall saving of manpower. Equally important will be an increased combat efficiency and an improved morale of frontline soldiers who are offered a reasonable chance for survival.

b. The rotation plan will consist primarily of rotation within a theater. In a prolonged war, rotation between oversea theaters and the continental United States may be authorized.

c. Normal oversea tours will be suspended on commencement of hostilities.

d. Theater commanders will determine the criteria for intra-theater rotation eligibility, giving priority to individuals with the greatest combat exposure. The retraining, reassignment, and transfer of personnel between forward and rear areas will be exploited to maximum. The impetus of such a rotation program will be from front to rear.

e. In the event rotation between oversea theaters and the continental United States is authorized, theater commanders will establish the criteria for implementation, based on availability of rotation replacements.

f. In the absence of a rotation program prescribed by theater army, the field army is capable of implementing a program on its own.

Section III. PERSONNEL SERVICES—DECORATIONS AND AWARDS

139. Decorations and Awards

a. *Decorations.* Decorations are awarded in recognition of and as a reward for extraordinary, unusual, or outstanding acts of heroism and meritorious achievement or service. They are visible,

tangible, public evidence of such acts or services and are cherished accordingly by the individuals to whom they are awarded. When promptly and judiciously awarded, with appropriate ceremony they become incentives to greater effort, and are instrumental in building and maintaining morale.

b. Unit Awards. Unit awards are authorized to recognize outstanding heroism and exceptionally meritorious conduct in the performance of outstanding services. They provide commanders with a means of recognizing and promptly rewarding the outstanding achievements of units. Such awards assist in building and maintaining morale by fostering the level and unselfish co-operation essential to building *esprit de corps*.

c. Badges. Badges are awarded to denote attainment of a high degree of skill, proficiency, and qualification or excellence in tests, competition, and performance of duty.

d. Service Medals. Service medals are authorized for issue to individuals in commemoration of their performance of active military service during a specified period of time, usually during time of war, periods of national emergency, and other periods declared to be noteworthy of such commemoration.

e. References. For further discussion of purpose, authority, and standards relative to decorations and awards see the following: AR 600-45, AR 672-15, AR 600-70, AR 220-315, SR 600-45-1, and SR 310-110-1.

140. Heroism Decorations

Normally, decorations for heroism are awarded for single individual acts or a series of closely related individual acts accomplished within a period of a few days. For authority and standards see AR 600-45.

141. Meritorious Achievement and Service Decorations

Decorations for meritorious achievement and service are awarded for outstanding and exceptional performance of duty by an individual as compared with other individuals on similar type duties. Only under unusual circumstances will an award be made for meritorious service prior to completion of the service for which it is recommended, and in time of peace, awards normally will not be made until completion of the duty assignment of the individuals concerned. For authority and standards see AR 600-45.

142. Delegation of Authority To Award Decorations

To insure prompt recognition of acts of heroism, meritorious achievement, and meritorious service, and due to the increased

number of awards authorized during time of war, authority to award decorations must, of necessity, be delegated to commanders in the field. The importance of a complete understanding of the established standards for each decoration and absolute conformance to those standards can not be overemphasized. Failure to understand and deviation from established standards by the commanders making the awards form the basis for complaints of inequity and tend to lower the overall standards of our decorations system.

143. Policy Within Theaters

Theater army commanders should establish and maintain a uniform decoration and awards policy. This policy should provide for judicial interpretation of requirements, commensurate delegation of authority, efficient processing, decorous presentation, and adequate publicity. The policy should be implemented by the use of awards boards, precombat instruction, frequent comparisons of accomplishments, observation, and administrative reports. Precombat instruction should include explanation of the decorations and awards policy in troop schools. The theater army commander's policy becomes the overall guide for the establishment of like policies by subordinate commands within the theater.

144. Policy Within Subordinate Units

All commanders of units down to and including divisions (or equivalent) in the theater should establish awards policies to insure the effectiveness of the awards system. To obtain uniformity throughout the theater, subordinate commanders base their policies on that established by the next higher echelon. Normally, each commander retains authority to make certain specific awards. During World War II, some army commanders retained authority to award the Distinguished Service Cross or other awards of like precedence. Policies established by subordinate commanders should include means to assure effective execution. In general, policies provide in detail for all of the safeguards provided in the theater army commander's policy. In addition, certain additional safeguards are provided to promote uniform interpretation of standards and equitable distribution of awards within subordinate units.

145. G1 Staff Responsibilities

a. General. The G1 has staff responsibility for the preparation of plans and policies for decorations and awards for the command which he serves.

b. Specific Responsibilities. Specifically, G1 is responsible to

the commander for insuring that—

- (1) Effective advance plans are made to establish a decorations and awards policy.
- (2) Effective precombat instruction in procedures is executed by all units in conformance with plans.
- (3) Recommendations for awards are made promptly, correctly, and in accordance with established policies and regulations.
- (4) Recommendations for awards are processed and acted upon properly, efficiently, and rapidly.
- (5) Proper publicity, within units is given the recipients and that information is furnished to the PIO for public release.
- (6) Prompt corrective action is taken to amend the decorations and awards policy if it fails to establish comparable standards and equitable distribution of decorations and awards.

c. Measuring Effectiveness. G1 should frequently measure the effectiveness of the decorations and awards policy established. Means commonly employed to measure this effectiveness are—

- (1) Staff visits to lower units.
- (2) Compilation and analysis of statistics based on days in combat and tactical accomplishments.
- (3) Comparisons with adjacent units of similar organization and missions.
- (4) Supervision over awards boards.
- (5) Checks on processing within headquarters.
- (6) Careful recording of recommendation.
- (7) Conferences with G1 or S1 of lower echelons.
- (8) Conferences with unit chaplains.
- (9) Analysis of theater troop opinion polls.

146. Processing of Recommendations

a. To uphold the underlying principle of the decorations system, it is imperative that acts, achievements, and services believed to warrant the award of decorations be quickly discovered, and that recommendations for such awards be initiated as soon as possible after the action or service. Likewise, each commander through whom a recommendation passes and each commander authorized to make an award should act promptly to insure an early presentation to the individual.

b. A separate recommendation will be submitted for each individual recommended. Each recommendation will be forwarded through military channels and each commander through whom the recommendation passes will indicate his approval or disapproval

thereof. In event of disapproval, specific reasons for such actions must be indicated. In event of disapproval for the award recommended, the disapproving commander should include a comment with regard to consideration for all lesser awards appropriate to the act. Except where specifically authorized by army regulations, no recommendation will be returned to its source by an intermediate commander because of disapproval based on the merits of the case until it has been acted upon by the commander having authority to make the award. The return of recommendations to their source solely for administrative reasons will be avoided whenever possible and should be limited almost entirely to securing of evidence believed to be essential for proper final determination.

147. Decorations Boards

Commanders having authority to award decorations may appoint such boards of officers as deemed necessary with the same mission as that prescribed for the Department of the Army Decorations Board, i.e., recommending to the appointing officer. Membership of this board should consist, primarily, of combat unit commanders; the remainder of the membership should consist of staff representatives with intimate knowledge of policy and standards pertaining to decorations.

148. Civilian Awards

Meritorious achievements and services rendered by civilians to the Army during time of war may be recognized by awards of decorations. The general standards required to merit such awards are comparable to those required of military personnel. For authority to award and standards see AR 600-45.

149. Awards to Foreign Personnel

As a means of fostering good will and cooperation, meritorious achievements and services rendered by military and civilian personnel of friendly nations which have materially assisted the United States in the prosecution of a war against the enemy may be recognized by the award of decorations. While less proof may be required, the standards prescribed by army regulations apply equally to personnel of foreign nations as to United States military personnel. For eligibility and standards see AR 600-45.

Section IV. PERSONNEL SERVICES—MISCELLANEOUS

150. The Army-Air Force Postal Service

a. Mission. The mission of the Army-Air Force Postal Service

is to extend the services of the Post Office Department to all units of the army and air force, regardless of location. In accordance with the General Agreement between the Post Office Department and the Department of Defense this is accomplished within the continental limits of the United States by cooperating with the local post offices. In theaters of operation, the army and/or air force must operate the entire postal system.

b. Responsibility. In an oversea theater, either the army or the air force has the responsibility for the operation of the postal service, depending upon which service has primary interest in the theater or which service has been delegated postal responsibility. If the postal service is operated by the army, G1 has general staff responsibility for preparation of plans for postal service for the command. This responsibility includes necessary staff coordination and supervision of postal operations. The adjutant general is responsible for the operation of the postal system within the command in accordance with TM 12-205.

c. Organization. TOE Army postal units normally are activated and trained in the zone of interior for assignment to organizations or to a base in a theater of operations. Ordinarily, army personnel and units of the Army-Air Force Postal Service are not assigned or attached to tactical units smaller than a division.

151. Financial Service

a. Mission. The mission of the finance officer is to administer all financial matters for the unit and to offer technical advice to the commander relative to finance.

b. G1 Responsibility. The G1 must make certain that the personnel records are kept current and correct in order that the personal finance plan of the individual soldier and officer may be promptly and correctly implemented. He also must insure that the various services offered by the finance officer are made available to all who are authorized to use them. For discussion of finance services see the TM 14 series.

152. Chaplain

a. Mission. The chaplain is charged with all matters pertaining to the religious and moral life of the soldier and officer. The chaplain is primarily a clergyman, but his functions and interests relate to all military activities so that the values of religion may become a part of the total life of the command. He also has substantial responsibilities for activities pertaining to morale, welfare, personal affairs, and character guidance.

b. G1 Responsibility. In a division or higher headquarters,

the chaplain is a member of the special staff and usually operates under the staff supervision of G1. G1 should assist the staff chaplain to insure that subordinate chaplains with troops have every facility possible for the effective discharge of their task. While the chaplain should not be assigned staff responsibility for the planning and supervision of the unit morale program, he should be consulted for advice and assistance. He is in a position to support the personnel services, and to insure that they do not conflict with the observance of the moral law.

c. Functions and Services.

- (1) *Military duties.* The *military duties* of the chaplain as prescribed by Federal law are analogous to those performed by clergymen in civilian life, modified by distinctive conditions attached to military life. Each chaplain, so far as practicable, serves the religious and moral needs of the entire personnel of the command to which he is assigned. Within the limits of law, regulations, and orders, he enlists such active aid and cooperation of military and civilian personnel, both lay and clerical, as the needs of the command may require or the commanding officer may direct. He has training responsibilities in connection with the character guidance program (AR 15-120).
- (2) *Restrictions.* A chaplain is not assigned duties other than those required of him by law or pertaining to his profession as a clergyman except in an extreme military emergency. When such an emergency makes it necessary for a chaplain to perform secular duties, he cannot be assigned any duty incompatible with his status as a noncombatant under the terms of the Geneva Convention. He is not available for detail as Army Exchange, athletic, recreation, graves registration, welfare, morale, troop information-education, personal affairs, or special services officer. Nor is he available for duty as trial counsel of courts-martial or as investigating officer, defense counsel, law officer, or member of the court.

153. Special Services

a. Mission. The objective of special services is to increase the effectiveness of the Army through a planned program of sports, recreation, and library activities. Its primary concern is the mental and physical well-being of the soldier. This is accomplished by providing the soldier with those recreational and entertainment facilities which all normal individuals desire. The basic thought motivating special services is that mere relief from

the arduous grind of daily duties, whether fighting or performing routine administrative duties, does not in itself lead to contented and satisfied individuals. In the zone of interior, the activities of special services are augmented by public facilities; the same does not apply in an oversea theater. Overseas, special services assume an even more important role. For the operating troops of the communications zone, it provides relief from boredom and monotony. In the combat zone, it endeavors to keep the soldier's mind active and interested. An active and interested mind is less susceptible to the brooding and worrying which often precede an emotional breakdown.

b. G1 Responsibility. At type field army headquarters level, the commanding officer of the assigned special services company acts as the special services officer in addition to his other duties. At corps and division headquarters, in the type field army, and in headquarters of those commands in the Army which operate under a TD which does not provide for a full time special services officer, these functions will be assigned by the commanding officer to some officer on his staff. At levels higher than field army and in table of distribution units, a special services officer may be provided for by the table of distribution. The officer designated as the special services officer is a member of the special staff and operates under the general staff supervision of the G1.

c. Functions and Services.

(1) Special services sections.

- (a)* Make plans and policies for the organization and operation of activities pertaining to sports, recreation, and libraries.
- (b)* Formulate policies and establish procedures for sports and recreational programs.
- (c)* Arrange for motion picture entertainment for all troops in oversea theaters through the Army and Air Force Motion Picture Service.
- (d)* Formulate plans and policies for the Army Library Service, including the automatic issue through Army post office channels of armed forces editions of books and magazines, and possibly newspapers.
- (e)* Act as coordinating agency for civilian agencies such as the American Red Cross, with respect to recreation and welfare of the soldier.
- (f)* Procure and distribute special services sports and recreational supplies and equipment.
- (g)* Supervise the operation of the division or corps rest camp, when established.

(2) The special services company. To assist in carrying out

special services functions, the special services company has been organized. This company is an independent, self sustaining, organization, trained and equipped to provide recreational services to troops serving in a theater of operations.

154. The Army and Air Force Exchange Service

a. Mission. The mission of the Army and Air Force Exchange Service is to supply military personnel and other authorized persons with articles of necessity and convenience not provided for by government issue, and to gain profits for distribution to welfare activities not provided for by appropriated funds. In a theater actively engaged in combat operations, the articles for resale usually consist of toilet articles, candy, tobacco products, soft drinks, beer, souvenirs, and other miscellaneous items that add to the comfort of the individual. In the zone of interior, in an occupied zone, and in other oversea areas, the list of items provided for resale is more extensive and varied. This mission is accomplished through the establishment of permanent exchanges and exchange branches. Under field conditions, particularly in combat areas, when exchange operations are impractical, certain essential items may be authorized by the theater army commander for issue as a part of the field ration by the Quartermaster Corps. Mobile quartermaster sales companies will provide facilities for the sale of nonissue items and items over and above regular issue in forward areas.

b. G1 Responsibility. Because the supply of exchange goods has such an important bearing on the morale of a command, the exchange officer is under staff guidance of G1.

155. Welfare Services

a. Administrative Headquarters. Administrative headquarters of units, activities, and installations furnish information, counsel, and advice on personal affairs to all military personnel and, on request, to their dependents. Individuals may seek and obtain authentic information, counsel, and advice in resolving personal problems. Assistance is rendered in connection with applications for benefits, payments, and services administered by the Department of the Army and other Federal departments and agencies. Normally, personal affairs guidance is furnished by unit commanders, assisted and augmented as necessary by appropriate headquarters staff officers, such as chaplains, judge advocates, finance officers, and by agencies such as the Red Cross.

b. The Personal Service Activities of the American Red Cross.

(1) The American Red Cross provides service for members

of the armed forces, in accordance with its Federal Charter, and is a source of advice and assistance to the veteran returning to civilian life. The responsibilities of the American Red Cross include the provision of financial assistance to soldiers and their families. The organization also has facilities for investigating conditions at home at the request of commanding officers for confidential information needed in considering discharge or relief from active duty, and leave of absence. The Red Cross is equipped to give information concerning Federal and state legislation as well as regulations on allotments, allowances, insurance, and other benefits affecting the welfare of servicemen and their dependents, and to provide assistance in securing these benefits. The Red Cross assumes liability for the basic maintenance of dependents during the period awaiting the receipt of allotments, allowance, or other government benefits. Red Cross regulations prohibit financial aid for such items as preembarkation or after-debarkation leaves, expenses connected with divorce actions, legal assistance in making a will, and household or automobile debts.

- (2) Within the continental limits of the United States, American Red Cross operates through area headquarters. A Red Cross headquarters also is established in overseas theaters. These constitute the link in the chain of command between the National Director and the operating offices (county chapters and field directors assigned to military units and installations).

c. Army Emergency Relief. The Army Emergency Relief was incorporated in 1942 in order to be able to extend its emergency financial aid to the personnel of the Army of the United States and their dependents. Army Emergency Relief funds are expended by commanding officers of installations with a minimum of duplication of Red Cross services. Cases requiring financial assistance of a character furnished by the Red Cross are referred to the appropriate American Red Cross field director. See AR 910-10 for details.

d. Army Relief Society. The Army Relief Society, although closely affiliated with Army Emergency Relief, is an entirely separate organization. It was founded in 1900 and incorporated under laws of the State of New York, specifically to assist needy widows and orphans of Regular Army personnel. Under an agreement with Army Emergency Relief it will also assist needy widows and orphans of other army personnel upon request of the

Director, Army Emergency Relief, on a reimbursement basis.

156. Legal Assistance

Military personnel frequently need legal advice and assistance concerning their personal legal problems. It is the policy of the Department of the Army to assist in making legal advice and assistance available to military personnel and their dependents whenever possible throughout the Army Establishment. Assistance by the legal office will include advice and assistance in domestic relations, citizenship, and taxation matters and in the preparation of legal instruments. Liaison is maintained with local and state bar associations for the purpose of referral of cases and establishment of amicable relations between the Army and the community. AR 600-103, which vests supervisory authority over legal assistance in The Judge Advocate General and in staff judge advocates under his supervision, contains a further discussion of this activity.

157. Character Guidance Program

a. Objective. The character guidance program is designed to develop high standards of personal conduct among members of the army.

b. Responsibility. Character guidance is a command responsibility. The primary agency to assist the commander in carrying out his responsibilities is the character guidance council.

c. G1 Responsibility. The G1 is the chairman of the character guidance council. In this capacity, he has primary staff responsibility for implementing the program.

d. Reference. See AR 15-120.

CHAPTER 8

PERSONNEL PROCEDURES

Section I. PERSONNEL MANAGEMENT

158. Definition

Military personnel management is the process of planning for, and organizing, directing, and supervising all personnel in such a manner as to obtain the maximum efficient utilization of military manpower.

159. Commander's Personnel Management Responsibilities

a. Commanders must recognize the importance of the individual as such in the army. A constant effort should be made to provide the individual with skilled leadership at every level; to capitalize on his aptitudes, interests, and talents; to stimulate his initiative; and to impress lessons on loyalty and patriotism.

b. Personnel management, to be effective, must operate at all echelons. Commanders must establish personnel procedures in accordance with established Department of the Army directives that will—

- (1) Place the right man on the right job through efficient classification and careful assignment.
- (2) Stimulate the individual's desire to produce through adequate incentives.
- (3) Capitalize on the individual's intelligence, interests, and aptitudes through suitable training.
- (4) Utilize the individual fully on essential tasks. This includes the proper utilization of replacement officers in duties commensurate with their grade, length of service, and experience.
- (5) Insure the individual opportunities for professional development through intelligently planned and progressive rotation of assignments.

c. The broad principles stated above are established to sustain the rights and privileges of army personnel without discrimination.

d. In carrying out these responsibilities, commanders and staff officers must examine their policies and procedures from the viewpoint of the effect of each on the personnel of the command. If the principles of personnel management are violated, the ultimate goal of efficient manpower utilization cannot be attained.

e. Commanders must recognize that all individuals are different due to variations in heredity and environment. Upon this recognition depends the success of personnel management procedure.

160. G1 Responsibilities for Personnel Management

While all staff sections assist the commander in managing the personnel of the command, the G1 is charged with general staff supervision over all management matters affecting personnel of the command as individuals. There are many personnel procedures over which the G1 has staff supervision to assist him in carrying out his staff responsibilities. He is responsible to his commander for the efficient application of classification, selection, and assignment in the furtherance of placing the right man on the right job. By the judicious application of the commander's policies governing health and hygiene, working hours, leaves, and passes, he assists in promoting the welfare of the command. He assists the commander in stimulating the will to work by recommending policies and supervising the execution of these policies, concerning the use of awards and decorations, promotions, pay, transfers, and reassignments from the viewpoint of upgrading and assigning personnel to more responsible or appropriate positions. Finally, by constant reevaluation, the G1 measures the effectiveness of these activities, recommending such changes as may be warranted by the situation.

161. Activities of Personnel Management

The personnel activities used to implement the personnel management program in the army are represented graphically in figure 8. As indicated by the chart, each activity may apply to more than one principle. For detailed information concerning principles and techniques to be followed in the efficient use of these activities, refer to the table of contents of this manual.

Section II. PROCEDURES

162. Definition

Personnel procedures are the specific methods or processes by which the army puts many of its personnel management principles into operation to gain maximum effective utilization of its manpower. They include classification, assignment, promotion, transfer, and reassignment, reclassification, officer demotion and elimination, separations, and retirement. The procedures are treated in detail in subsequent sections of this chapter.

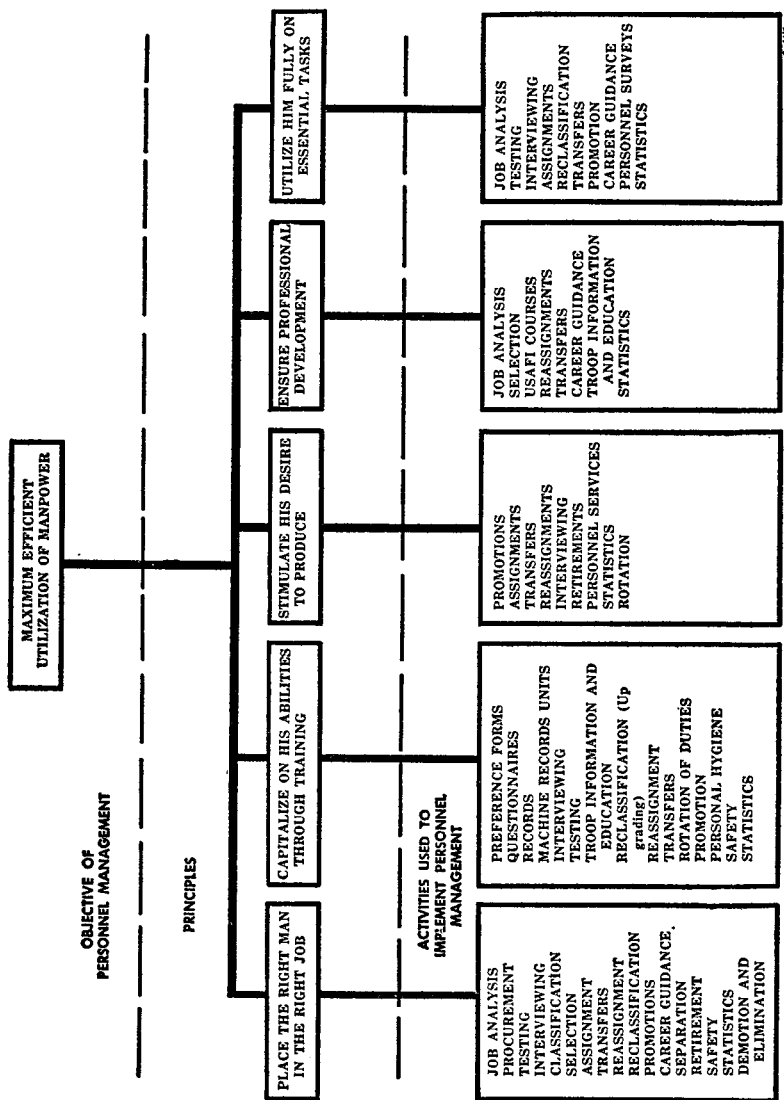


Figure 8. Personnel Management

Army—CGSC—M4-2174-30 Apr 54-85

163. Classification

a. General. The ultimate objective of classification is success in combat through the economical and effective use of personnel. Because the army functions as a team made up of men who depend on one another to do their particular and often specialized jobs, it is important to place in every assignment an individual who is physically, emotionally, and mentally qualified. Classification is the process by which data concerning an individual's ability, education, intelligence, aptitudes, and limitations are ascertained and recorded so that he may be placed where he will be of most value to the military service. Accurate classification is vital to the morale, health, and career of each individual as well as to the needs of the army.

b. Military Skills. By effective classification, many civilian skills must be apportioned among army jobs. Classification must further determine the military abilities of these individuals and their aptitudes or "trainability" for army jobs. This information then must be analyzed, recorded, and passed on in a systematic and readily usable fashion. An efficient military unit represents a balanced assembly of skills, aptitudes, and physical characteristics, each present in sufficient numbers for the successful accomplishment of the mission of the unit.

c. Individual Characteristics. Part of the job of military personnel classification is the measurement or reliable estimation of individual characteristics. This is done at the various stages of a soldier's service to determine what special training it is profitable to give him, and what assignment he can be expected to perform satisfactorily. The characteristics of individuals which should be taken into consideration in personnel classification are—

- (1) Physical characteristics, such as strength and endurance, agility, and other bodily traits which have a bearing on ability to perform assignments.
- (2) Mental characteristics, such as the ability to learn, aptitudes, interests, and the skills acquired through training and previous experience.
- (3) Emotional characteristics and such personality traits which may cause a man to break down under the pressure of training or the rigors of combat.

d. Methods of Classification. Interviews, job analysis, army tests, and physical profile determinations are useful in classification. Through the use of these methods, it is possible to determine reliably the general level of intelligence, aptitudes, capabilities, and potential skills of individuals. The final step of classification is the awarding and recording of a military occupational spe-

cialty (MOS) in accordance with Department of the Army classification regulations. Based on this classification and the current requirements of the service, an assignment to a military job is made. Reevaluation of classification and assignment is made periodically.

e. Responsibility. It is the commander's responsibility to see that every man in his unit is able to perform the job to which he is assigned; that each man has been properly classified; that his records are maintained up-to-date; and that classification within the unit remains a continuous process throughout the soldier's career. Personnel trained in classification procedures and techniques assist commanders to determine appropriate duty assignments.

164. Interview

An interview is a purposeful conversation planned and controlled to gain a definite objective. The interview is used in a variety of important situations. Military personnel management requires the extensive use of interviewing as a means of securing and imparting information. It is essential that every officer acquire knowledge of this subject as to correct methods, capabilities, and limitations. The G1 should use, or cause the interview to be used, as a means of securing information for assistance in classification of personnel. Interviews continue throughout the assignment procedure down to company commander.

165. Army Tests

a. General. The army needs an accurate yardstick of the physical capacities of its personnel. There is a similar need for an accurate yardstick of nonphysical capacities—abilities, aptitudes, and achievement, personality, and character. Measurement of the first nonphysical grouping—abilities, aptitudes, and achievement—is made most accurately by standardized tests. The efficient use of tests, especially when large numbers of personnel are to be handled, results in better use of manpower.

b. Uses. Army tests have the following broad uses:

- (1) To determine if a person meets minimum intellectual requirements for enlistment or induction.
- (2) To determine suitable broad assignment areas.
- (3) To determine if an enlisted person possesses abilities or aptitudes required for successful specialized schooling.
- (4) To determine actual job proficiency.

c. Employment. Subject to their limitations, test scores provide valuable information on which to base personnel actions. However, test scores are merely an aid to personnel management,

and not a substitute. The G1 should understand the significance and limitations of test scores. Detailed information concerning tests and testing may be found in current military publications.

166. Physical Classification

Individuals physically acceptable to the service differ widely in their physical abilities. To assign individuals to jobs properly and to establish standards for those jobs, the physical profile serial system has been developed. This physical classification system is based primarily upon the functional ability of an individual to perform military duties. In developing the system the human functions have been considered in six factors which have been designated "PULHES." The factors are—

- P—Physical capacity.
- U—Upper extremities.
- L—Lower extremities.
- H—Hearing.
- E—Vision.
- S—Neuropsychiatric.

There are four grades in each of the six factors. Grade 4 represents defects which are below the minimum physical acceptability standards. To facilitate assignment of individuals after they have been given a physical profile serial, the letters "A", "B", "C", and "E" have been adopted as a code to represent certain combinations of grades in the various factors. These are—

- a. "A" An individual with a profile serial 111111.
- b. "B" An individual with a profile serial with a numeral 2 as the lowest grade in any factor.
- c. "C" An individual with a profile serial with the numeral 3 as the lowest grade in any factor.
- d. "E" All others.

167. Assignment

a. *Definition.* Assignment is the procedure by which an individual is placed within an organization and given a specific military duty.

b. *Purpose.* The purpose of assignment is efficient utilization of manpower in accordance with the needs of the service. This must be the primary consideration and final determining factor in assigning military personnel.

c. *Importance of Assignment.* Manpower is the most valuable asset of the army, the most costly, and the most difficult to replace. It is essential, therefore, that available manpower be utilized wisely. It is of vital importance to place in every military

assignment men who are capable of doing the job and who can be depended upon to do it.

d. Relation to Personnel Management. Assignment is an element of personnel management and is directly related to the following army personnel management principles—

- (1) Have the right man in the right job by means of proper classification and assignment.
- (2) Increase an individual's ability to produce by proper training.
- (3) Use the individual fully on essential tasks.
- (4)* Stimulate individual's desire to produce.
- (5) Insure individual of professional development.

e. Relation to Leadership. Assignment is a technique of leadership by which the commander can motivate individuals, develop morale, and increase training efficiency. There is probably no factor which destroys morale more rapidly than the feeling of discouragement and futility caused by the assignment of individuals to tasks above or *below* their capabilities.

168. Assignment Considerations

a. Types of Assignment. There are three general types of assignment applied during the process of classification and selection. They are—

- (1) Assignments for which almost any man can reach required proficiency after a short period of practice.
- (2) Assignments, such as truck driver and automobile mechanic, where skill acquired as a civilian may be sufficient after brief indoctrination and on-the-job training.
- (3) Assignments for which weeks or months of intensive and special training are required to bring men up to requisite efficiency.

b. Techniques. The techniques used in assignment procedures are based on information and data available through the medium of tests, interviews, physical examinations, and personal observation. They include consideration of—

- (1) The recommended or acquired military occupational specialty.
- (2) The indication of soldier trainability as indicated by evaluated test scores.
- (3) Skills acquired either as a result of previous military service or closely allied civilian experience.
- (4) Physical limitations.
- (5) Ability and aptitudes for school training as evidenced by aptitude tests.

- (6) Lists of critical skills to insure that personnel possessing such skills are utilized on proper assignments.
- (7) A system for location of personnel with essential skills or training.

c. Specific MOS Assignments. MOS assignments are made in conformity with assignment policies and procedures established in regulations. The primary objective of MOS assignment in the army is to place the right individual on the right job through proper individual and job analyses, efficient classification, and careful assignment (SR 615-25-25). An MOS can be changed. Under no circumstances should the MOS become a fixed idea preventing the soldier's use on other jobs for which he is qualified.

d. Misassignment. The individual is considered to be misassigned if not utilized in duties and responsibilities reflecting acquired training and experience, or if retained in emergencies beyond the period for which such assignment was originally required.

e. Special Assignment Consideration. Special assignment considerations are given to the following types of personnel:

- (1) Individuals with enlisted assignment commitments.
- (2) Individuals in controlled MOS positions.
- (3) Individuals in sensitive duty positions.
- (4) Individuals in MOS positions which require special selection criteria.
- (5) School-trained specialists.
- (6) Individuals in the upper three grades.

f. Assignment Adjustments.

- (1) Assignment adjustments are accomplished for the following purposes:
 - (a) To correct MOS misassignments.
 - (b) To insure appropriate MOS reassignment for individuals whose MOS is affected by promotion, reclassification, reduction, lateral transfer, or classification board action.
 - (c) To adjust any surplus in actual MOS's.
- (2) Commanders at each echelon will make assignments in conformity with prescribed assignment policies and procedures to the maximum extent permitted by MOS vacancies within his command. Individuals who cannot properly be reassigned by the present commander to MOS vacancies in units under his control will be reported to the next echelon in the normal chain of command for reassignment.

169. Specific Assignment Objectives

a. General. Commanders should recognize that individuals

possess varied levels of general learning abilities, physical capabilities, occupational skills, aptitudes, and interests. In order to insure the greatest utilization of manpower, these qualities must be equitably distributed to meet the requirements of all branches. Equitable distribution in this sense is not a proportionate distribution, but is one which provides a qualitative apportionment based on the analyzed and evaluated requirements of the type units of the branches.

- (1) *Equitable distribution according to mental qualifications.* No unit should be burdened unduly with the training of a disproportionate number of men in the lower bracket of learning ability, and conversely, each unit should receive its proportionate share of available pace-setters and quick-learners thus insuring a balanced distribution of abilities.
- (2) *Equitable distribution of physical capabilities.* Physical capabilities should be distributed equitably to units in accordance with the physical requirements of the units.
- (3) *Equitable distribution of skills.* Occupational skills should be distributed equitably to units where they are most needed. Combat units should be given priority in the assignment of men with previous military experience, especially in combat, or with demonstrated leadership abilities if physically qualified. Personnel should be assigned to duties commensurate with their civilian qualifications for which there is a military requirement.
- (4) *Assignment according to interest and aptitude.* Personnel should be assigned to units in which they can make the greatest use of their particular aptitudes and interests for which there is a military requirement.

b. *Technique.* To obtain the objectives of equitable distribution listed in a(1) and (2) above, requirement rate tables are provided by the Department of the Army.

Section III. PROMOTIONS AND BATTLEFIELD APPOINTMENTS

170. Introduction

a. *General.* One of the functions of personnel management in every command is that pertaining to promotion of military personnel. The G1 is concerned with the recommendation, clarification, and supervision of policies governing promotions of officers and enlisted men.

b. *Enlisted.* The system of promoting enlisted personnel differs slightly in normal peacetime from that used during periods

of rapid expansion. All enlisted promotions, however, generally are covered by SR 615-25-40. In periods of rapid expansion to which the provisions of SR 615-25-40 have special application, the normal method of advancement is temporary promotion to fill local vacancies. Promotion during such periods is characterized by—

(1) Authority for promotion to the upper three grades is vested in regimental, separate battalion, or similar level commanders.

(2) Authority for promotion to grades E-3 and E-4 is vested in company or comparable unit commanders.

c. Officers. Promotion and appointment of officers are governed by Army Regulations in the 605 series.

171. Basic Considerations Regarding Promotions

a. Definition. Promotions in the Army involve the advancement of military personnel to a grade requiring a greater degree of skill or increased responsibilities over the former rank or grade.

b. Objectives. The objectives of a sound promotion plan or policy in any unit, from company to army, are to—

(1) Invest the individual with the degree of authority necessary for the effective execution of his duties and commensurate with the extent of responsibilities conferred.

(2) Insure the maintenance of unit morale and efficiency and stimulate individual initiative by the timely promotion of the best qualified in the command as a whole.

(3) Effect maximum utilization of individual skills and abilities by placing individuals in positions of increased responsibility where they can make full use of their capabilities.

(4) Provide an incentive which will motivate individuals to greater effort and increased efficiency.

c. Factors To Be Considered. When recommending individuals for promotion the following factors should be considered:

(1) Technical as well as overall requirements of the position.

(2) Relative experience of the eligible candidates.

(3) Overall efficiency of eligible candidates.

(4) Relative seniority, other things being equal.

d. Basis for Promotion. The basis for promotion of individuals as promulgated in unit policies, should be demonstrated fitness and capacity for the duties and responsibilities of the next higher grade. Promotions to command positions should, in addition, involve demonstrated leadership. For promotions to combat

type command positions, leadership on the field of battle should be proven whenever possible. In any event, no individual should be recommended for promotion until he has exhibited his fitness for the duties of the higher grade by outstanding performance of duty for a certain period of time as specified by regulations.

172. Battlefield Commissions

a. General. One of the richest sources of officer material during wartime is in the ranks of combat troops. The commander is able to judge men under the most rigorous conditions and to ascertain whether an individual possesses the necessary qualities, or traits of character, to become a successful leader in combat. Leaders make themselves known by their actions. Thus such a method of selection involves less chance for error than any other method. Therefore, direct commissioning on the battlefield is one of the most dependable sources of combat leaders, and all commanders should exploit this source to the maximum.

b. Advantages of Battlefield Commissioning. The value of battlefield commissions as an incentive to individual effort and efficiency cannot be overlooked. Such commissioning, in addition to relieving critical shortages of commissioned officers, will make a material contribution to morale and *esprit de corps*. Recognition for outstanding accomplishment in the performance of duty is one of the basic fundamentals in the building of individual and unit spirit. A battlefield commission is one way of recognizing such accomplishments, although it should not be awarded solely for heroic action. Decorations are used for that purpose. The basic reason for battlefield commissioning is to achieve maximum utilization of individuals. A man is capable of performing the duties of a lieutenant in battle and yet remains a squad leader represents an inexcusable waste of manpower. Furthermore, the men in any given company will go willingly into battle with newly commissioned officers who have already demonstrated their ability to lead under fire. The period of adjustment that inevitably occurs when new officers are assigned to a command is minimized. The newly commissioned officer not only knows his men, but he also knows his superiors. In addition, he is familiar with the unit policies and operating procedures. It is for these reasons that newly commissioned officers should be assigned within their battalion whenever feasible. In circumstances which warrant such assignment, the new officer may be assigned to his original company. Intelligent and skillful guidance on the part of the company commander concerned, and adherence to the basic principles of good leadership by the new lieutenant, should over-

come any difficulties arising from former association with the men in the unit.

c. Standards. Standards for making battlefield commissions are prescribed by appropriate directives. In general, the following requirements will pertain:

- (1) Outstanding leadership demonstrated on the field of battle.
- (2) The soldier recommended should have—
 - (a) An acceptable level of intelligence as exemplified by his absorption of professional knowledge.
 - (b) The ability to express himself in an intelligible manner.
 - (c) The ability to take orders and instructions and properly execute them once received.
 - (d) A sense of responsibility, particularly in regard to the welfare and training of his men both in and out of combat.
 - (e) The ability to develop respect for and pride in the dignity of his position.
- (3) The soldier recommended must be able to meet the physical requirements for an officer of that grade at time of recommendation.
- (4) The soldier recommended should fall within the age limits for troop duty for a second lieutenant.
- (5) The soldier recommended must have no convictions under Articles 118 through 132 of the UCMJ, nor any convictions by a civil court considered a felony. Waivers may be requested in exceptional cases.
- (6) The soldier recommended must be a citizen of the United States or a citizen of a cobelligerent or friendly country having citizenship qualifications similar to those of the United States.

d. Policies.

- (1) All men who have demonstrated their fitness for commissions as second lieutenants, Army of the United States, by outstanding leadership performance in actual combat for a reasonable period of time should have their recommendations for commissions forwarded without delay whether or not a vacancy exists in the unit.
- (2) Acts of heroic achievement or courage in battle should not be construed as indications of leadership ability warranting a battlefield commission, unless such acts show clear evidence of outstanding leadership. Many men may become individual heroes without demonstrating leadership ability.

- (3) Individuals who receive commissions as second lieutenants, as a result of demonstrated leadership in actual combat, normally should be assigned to their present battalion and may be assigned to their present company after commissioning (*b* above).
- (4) The term actual combat should be interpreted to include duty under hostile fire. The term leadership should not be interpreted to include duty in staff and administrative positions.

173. Promotions and Battlefield Commissions—Division

The G1 assists the commander in formulating the division policy governing promotions and battlefield commissioning, and insures that this policy is disseminated. When the foregoing has been accomplished, the G1, in cooperation with the adjutant general, sets up procedures for the supervision and control of such policies. Specific G1 duties are to—

- a.* Check on compliance with the announced policy on promotions.
- b.* Observe whether the announced policies are detrimental to morale, particularly to discover the reaction of associates of individuals recommended for promotion or appointment.
- c.* Recommend any needed changes in procedures or policies.
- d.* Confer with unit commanders and the adjutant general for their reactions to announced policies and procedures. To strive to keep the policy in line with existing conditions.
- e.* Maintain a close check on combat units to insure that promotions of enlisted men are not being made indiscriminately.
- f.* Check to insure that deserving individuals in one unit are not being held back when position vacancies exist in other units.
- g.* Coordinate with G3 to conduct a short orientation course of instruction for all newly commissioned officers at the earliest practicable date.
- h.* Insure that when an individual is evacuated from the command before final action is taken on his recommendation or battlefield promotion, appropriate action is taken to protect the interest of the individual or the army.

174. Promotions and Battlefield Appointments—Army and Higher Command

The G1 of army and higher commands is charged with primary staff responsibility for—

- a.* The interpretation of all regulations and directives pertaining to promotions and battlefield appointments and dissemination of same to the subordinate commands.

b. The recommendation of command policies governing promotions and battlefield appointments, in consonance with latitude allowed by regulations and directives of higher headquarters, based on a thorough study of personnel conditions peculiar to the theater or army involved. Furthermore, the G1 of a theater army should recommend changes in existing Department of the Army directives, based on experiences and requirements of the particular theater.

c. The supervision and implementation of all policies and directives issued by the theater army or army commander to insure uniform compliance within the command as a whole.

d. The establishment, in cooperation with the adjutant general, of an efficient processing system which minimizes the time lapse between forwarding of the recommendation by division, and action upon and return by army or theater army headquarters.

e. The resolution of differences in interpretation of directives by subordinate commands. Different standards in different units may eventually lead to a deterioration of morale within the command.

f. The standardization of administrative processes and forms at theater army level so as to insure speed of processing promotion and appointment recommendations.

g. The exercise of supervisory control of officer promotions and appointments to prevent the accumulation of surplus grades.

h. The establishment of procedures to allow for the direct appointment of exceptionally well qualified technical personnel, in the absence of officer candidate schools or under emergency conditions, who cannot qualify for battlefield appointment.

i. The assurance that promotion standards are maintained and that officers are not being recommended solely because of an existing position vacancy.

j. The establishment at theater army and army levels of ceilings for battlefield appointments.

Section IV. TRANSFER, REASSIGNMENT, AND RECLASSIFICATION

175. Introduction

When initial classification and assignment have been completed the subsequent procedures for accomplishing maximum utilization of military personnel are transfer, reassignment, and reclassification.

176. Transfer

a. General. Transfers involve the relief of military personnel from assignment in a basic branch concurrent with assignment to another basic branch of the Army in order to further the interests of a particular organization or the service as a whole.

b. Purposes. The primary purpose of transfers is to effect a more efficient utilization of personnel by shifting individuals to new branches of the Army which—

- (1) Have a greater need for their particular skills and abilities.
- (2) Can better utilize their particular skills or abilities. In general, transfers should be authorized only when a substantial gain will accrue to the unit concerned or to the service as a whole. They should not be made primarily for the benefit of individual.

c. Causes of Transfers. The principal reasons for transfers are—

- (1) The changing demands of warfare or technological advances causing military occupational specialties to become obsolete.
- (2) The expansion or contraction of the armed forces when personnel are reassigned from units to form cadres for newly activated units, or reassigned to permanent units from units in process of deactivation or redeployment.
- (3) The need for achieving better utilization of combat experience.
- (4) The change in classification of officers or enlisted men.
- (5) The sudden demands for critical specialties or temporary need for noncritical specialties elsewhere in the service.

177. Reassignment

a. General. Reassignment is a change of an individual from one type duty to another type, or relief from assignment to a unit or station and permanent assignment to another.

b. Purpose. The purpose of reassignment is to change an individual's job when—

- (1) He is in a job which does not adequately utilize his capacities and abilities.
- (2) He is assigned to a job for which he lacks the required capacities and abilities.
- (3) There is a more vital need for his particular capacities or skills, primary or secondary, elsewhere in the service or in his organization.
- (4) There exists a need for rotation to, or away from, combat duty.

(5) Policy limits length of assignment.

c. Causes of Reassignments.

(1) *Reassignments due to improper initial assignment.*

When it is found that an individual soldier has been improperly assigned, then he should be reassigned to a new job within the unit or to another unit.

(2) *Reassignments due to improper classification of both officers and enlisted men.* Such improper classification may be due to improper initial classification or changes due to training and experience. Reassignment may be accomplished within the command. If no suitable assignment exists within the unit, the individual should be reported to the next higher command for reassignment. In the case of enlisted men, reassignment may precede or follow reclassification.

(3) *Reassignments based on the needs of the service or the organization.* Such reassignments are made to achieve better utilization or distribution of available skills and experiences. Reassigning individuals with considerable experience to higher level jobs where such experience can be utilized is a legitimate and desirable procedure.

d. Supervision of Reassignments. G1 must supervise the application of policies governing reassignments to insure that they are not used as a device to dispose of ineffective and undesirable personnel who are properly subject to elimination, demotion, or disciplinary action.

178. Enlisted Reclassification

Reclassification of enlisted men is accomplished for the following reasons:

a. Acquisition by the individual of a new and more significant skill or the perfection of old skills through additional military training and schooling.

b. A change in the physical capacity of the individual which precludes continuance of duty in the occupational specialty for which originally trained.

c. The military specialty for which the individual was trained has become obsolete.

d. The individual does not possess the required knowledge, skill, or ability to perform satisfactorily the duties in his occupational specialty.

e. The individual is qualified in more than one occupational specialty and redesignation from one occupational specialty to another is desired because of a known shortage of that specialty within the unit or the service as a whole.

179. Demotion and Elimination of Officers

a. Officers and warrant officers who are lacking in moral standards or otherwise unsuitable may be eliminated, demoted, or relieved from active duty. The term "demotion" is used only with respect to a temporary appointment. An officer serving in a higher temporary grade normally will be given an opportunity to demonstrate his ability in his permanent grade prior to initiation of elimination action for inefficiency. See AR 605-200 for details.

b. It is generally more effective for the field army commander to appoint one board of officers to act on all cases originated within division, corps, and army units. Such a procedure possesses the advantages of constituting a board from more senior and impartial officers, application of uniform standards throughout the command, and reduction of the administrative burden on subordinate commanders.

Section V. SEPARATION

180. General

Separation is the process of releasing military personnel from active Federal service.

181. Processing

The processes by which military personnel are released from active duty are—

a. *Enlisted Personnel* (AR 600 and 615 series).

- (1) Discharge.
- (2) Retirement.
- (3) Transfer or return to reserve component.
- (4) Resignation.

b. *Commissioned and Warrant Officer Personnel* (AR 605 series and SR 135-215-5).

- (1) Resignation.
- (2) Discharge.
- (3) Dismissal.
- (4) Dropping from the rolls.
- (5) Retirement.
- (6) Transfer or return to reserve component.

c. During wartime some of above referenced regulations may be suspended.

Section VI. UTILIZATION OF SPECIAL GROUPS

182. General

a. This section discusses various means and administrative procedures concerning the utilization of the following special types of military personnel:

- (1) Personnel of limited physical ability.
- (2) Women.

All commanders are responsible for the implementation of Department of the Army policies governing the use of these special types of personnel.

b. On the staff of commands subordinate to the Department of the Army, the G1 prepares for command approval the necessary implementing policies and procedures. He must coordinate with G3 in the preparation and operation of training and retraining programs for special classes of personnel. Retraining programs must be provided for—

- (1) Reclassified personnel reassigned in rearward areas.
- (2) Personnel reassigned for duty in forward combat areas.
- (3) Hospital returnees utilized as replacements in rear areas and installations.

183. Personnel of Limited Physical Ability

a. *Problems.* The use of this group involves two problems—correct physical classification of this personnel, by the physical profile system and a determination of what types of jobs this personnel can perform.

b. *Personnel Audit Teams.* Personnel audit teams at Department of the Army and theater army level assist in the problem of job classification of personnel of limited physical ability. Their usual mission is to locate and recommend for reassignment to combat units, personnel who are occupying positions that could be filled by physically limited personnel.

c. *Department of the Army Policy.* Due to the necessity of conserving and utilizing all available manpower, the Department of the Army has established a policy concerning the classification and assignment of physically limited personnel. This policy provides that each individual be assigned to the position in which he can render the maximum service. Personnel should be assigned to the most active type of duty appropriate to their physical qualifications with due consideration for their civilian training and experience, education, intelligence, aptitude, leadership ability, and acquired military occupational specialty. Each commander must evaluate the physical condition of his personnel and

apply prompt corrective measures through training, reassignment, or medical treatment. When a defect is discovered which disqualifies an individual for oversea service, or which requires special consideration in assignment, the examining authority will notify the individual's unit commander of the defect and appropriate notation will be made on the Soldier's Qualification Card, in nontechnical language, stating the physical defect and the limitations on assignment which it creates.

d. Personnel With Physical Handicaps. These individuals may be defined as those whose physical qualifications are below the Army's physical acceptance standards but who may still possess sufficient physical capacity to perform satisfactorily specific military jobs. This type of individual, if his physical handicap has developed during military service, might be retained, retrained, and reassigned, provided he is capable of performing the duties of a selected military occupational specialty and further provided that the following factors are satisfied:

- (1) Capable of caring unaided for his own personal needs.
- (2) Further hospitalization or time loss from duty resulting from a handicapping disability may not be expected.
- (3) Physically capable of performing useful service in a selected military occupational specialty.

184. Assignment of Women

In general, women may be assigned duties identical to those of the male personnel they replace when such assignment is commensurate with their skills and physical capacity, taking into account environmental, psychological, and cultural considerations. Personnel management techniques must be employed which will make adequate provision for the health, welfare, morale, training, and efficient employment of women.

CHAPTER 9

INTERIOR MANAGEMENT

Section I. GENERAL

185. General

a. Interior management is the control of organization and administration to insure that operations are performed with optimum efficiency. It includes—

- (1) Organization.
- (2) Administration.

b. G1 is the general staff officer charged with primary responsibility for interior management in a command. The comptroller will perform many of the functions listed in this chapter when he is included in the staff of a headquarters. The presence in a headquarters of a comptroller does not, however, relieve G1 of general staff responsibility for interior management functions.

186. G1 Interior Management Functions

G1 interior management functions normally include—

- a. Efficiently managing the G1 office.
- b. Coordinating and supervising the movement and internal organization of the headquarters.
- c. Supervising for the commander the personnel agencies of the command.
- d. Recommending manpower economies especially in the use of personnel authorized in bulk.
- e. Allocation of shelter in the headquarters area for troops and the headquarters, in coordination with G3 for area organization and with G4 for provision of shelter.

187. Objectives of Interior Management

The principal objectives of interior management are—

- a. Maximum assistance to the commander and his staff.
- b. Continuous control of operations, both tactical and administrative.
- c. Continuous contact with higher, lower, and adjacent units.
- d. Mobility, particularly for tactical headquarters.
- e. Maximum security, to extent consistent with other objectives.
- f. Maximum work facilities for the headquarters, to extent consistent with mobility and security.

g. Maximum utilization of existing communications and other facilities.

h. Economy of effort and personnel, to include best flow of work into, out of, and within the headquarters.

i. Minimum disruption of the work of the staff, to include avoidance of unnecessary displacement.

188. Six Main Steps in Administrative Activity

a. In general, there are six main steps which must be taken for effective accomplishment of any administrative activity. The effective administrator must—

- (1) *Determine* the primary and secondary *objectives* of the activity.
- (2) *Organize* for the activity by establishing a structure which will accomplish the objectives, group related functions together, establish clear relationships, fix responsibilities, and govern and coordinate effort.
- (3) *Plan*, by studying the administration activity and the situation, and determining the future course of action.
- (4) *Coordinate*, by taking action to secure and promote co-operation among all agencies contributing to the activity.
- (5) *Direct*, by preparing, within established policy, and disseminating necessary orders in the name of the commander.
- (6) *Control*, by establishing and applying fully the necessary means of insuring that plans, orders, and policies are complied with in such manner that the objectives will be attained.

(Whether or not accomplished in the order shown, these steps must be provided for in some degree for every administrative activity if its effective accomplishment is to be insured. Where policy has not been announced, action must be initiated to establish needed policy.)

Section II. ORGANIZATION

189. General

Organization consists of the relationships of individuals to individuals and groups to groups, which are so related as to bring about an orderly division of labor.

190. Fundamental Objectives

The basic objectives of organizing are to build a structure which will—

- a. Accomplish the objectives of the undertaking.

- b. Fix responsibilities.
- c. Establish relationships.
- d. Insure coordination.
- e. Insure control.
- f. Group closely related functions together.
- g. Economize on personnel.

191. Methods of Organizing

a. Assign every function necessary for accomplishing the objectives of the organization to an individual or subdivision of this organization.

b. See that responsibilities assigned to each part of an organization are specifically clear-cut and understood.

c. In assigning responsibility for a function match the assigned responsibility with the authority necessary to perform that function.

d. Establish relationships by—

- (1) Applying uniform methods of organizational structure at each level of the organization.
- (2) Being sure that every member of the organization, from top to bottom, knows to whom he reports and who reports to him.
- (3) Organizing so that no member of an organization is required to report to more than one supervisor.

e. Insure coordination by applying the principles indicated in paragraph 197.

f. Insure control by—

- (1) Keeping the number of individuals or agencies reporting directly to any one supervisor within the number that he can effectively control.
- (2) Checking that channels of command through which orders and policies are transmitted are clear and adhered to.
- (3) Decentralizing authority for action to the maximum extent consistent with retention of requisite control over policy and methods.
- (4) Training supervisors to direct their major attention to problems of exceptional importance with only the minimum necessary attention being given to reviewing routine actions of subordinates.

g. Assign functions so that related functions are grouped together.

h. Economize on personnel. If the preceding seven steps are effectively observed, considerable economy in personnel will auto-

matically be achieved. Additional economies will be realized by a proper distribution of workload.

192. Documentation

a. General. Documenting an organization means to reduce to writing or chart form all the information about structure, assignment of functions, and relationships that members of the organization (and those in frequent contact with the organization) need to know in order to carry on their work efficiently. Many military units are documented by means of tables of organization and equipment supplemented by further explanations of functions, relationships, procedures, and techniques prescribed by army regulations, field manuals, technical manuals, administrative orders, operation orders, and standing operating procedures. The documenting of an organization for which no table of organization and equipment is prescribed requires the preparation of a *table of distribution, a statement of functions, and an organization chart or series of charts*. The means described below for documenting an organization, for which no tables of organization and equipment exist may also be used to consolidate and summarize organizational data contained in tables of organization and equipment prescribed for divisions, corps, and armies.

b. Statement of Functions. A statement of functions is a clear-cut, itemized list of activities, or duties, for which each component of the organization is responsible. When shown graphically, it is called a functional chart (*c(2)* below). The statement of functions should show in detail the functions of each subdivision of the organization, and may show the functions of each individual.

c. Organization Charts. There are several types of charts that may be used to portray graphically the plan of organization. The most commonly used charts are—

- (1) *Structural* charts, used primarily to show relationships between various components of the organization. They show the framework or anatomy of an organization without including an excessive amount of distracting information.
- (2) *Functional* charts, used primarily to fix responsibility or duties by assigning them to specific components or segments of the organization. Within each of the various boxes on the chart, a statement or listing is presented of the functions assigned to the particular organizational segment represented by that box. Functional charts may be replaced by a functions manual when details are too voluminous to show in chart form.

- (3) *Position* charts, used primarily to show the names, positions, and titles or grades of personnel as they fit into the plan of organization.
- (4) *Flow* charts, used primarily to show the steps followed by an organization in the processing of its work.
- (5) *Combination* charts are two or more of the above charts combined. In some cases two or more of the charts described above may be combined. Structural, functional, and position charts can be combined by including in each box all of the data that would be carried separately on the three types of charts. This is practical when the organization is simple. In a complex organization with many levels and subdivisions such a combination chart may become of impractical and unmanageable size.

193. Checklist for Establishing a Headquarters From a Bulk Authorization

Following is a list of steps to be followed in establishing a headquarters from a bulk authorization of personnel. The steps listed apply generally, and require appropriate modification in order to fit a specific case. The same steps, with appropriate modifications, also apply to the development of tables of distribution for activities and installations other than headquarters for which no tables of organization and equipment are prescribed, and to development of the internal organization of staff sections of large headquarters.

a. Ascertain the following—

- (1) The mission or objective of the command or headquarters.
- (2) The strategic concept of operations for the command.
- (3) The location of the headquarters and its relative proximity to other headquarters.
- (4) The initial forces and their dispositions.
- (5) The buildup rate and further dispositions based on planned tactical operations and service requirements.
- (6) Anticipated personnel losses.
- (7) The facilities and services that will be provided from outside of the command and by subordinate units of the command.
- (8) The number and size of staff sections required initially and over a period of 1 or 2 years in the future. In this connection, it is well to consider the civilian help that is available, be it civil service or, where appropriate, foreign nationals, or ex-enemy nationals.

- (9) The normal and unusual functions that may confront the staff sections.
 - (10) The policies of the commander and the chief of staff with regard to personnel assignments and qualifications.
 - (11) The total strength, grades, and ratings authorized for the headquarters.
 - (12) That there is an equitable distribution of personnel.
- b. Obtain and use as a guide tables of organization and equipment, or a historical example of a headquarters organization most nearly comparable to the one being established.
 - c. Prepare a tentative structural chart applying the seven methods of organization in paragraph 192.
 - d. Obtain information from the chief of each general and special staff section, if present, or from the best available sources, showing estimated personnel requirements of each section.
 - e. Obtain copies of army regulations, technical manuals, and other publications pertaining to tables of distribution, and insure compliance with applicable provisions (SR 310-30-1).
 - f. Determine sources and availability of personnel to be assigned, and initiate steps necessary to procure the authorized personnel.
 - g. Prepare a work sheet listing a tentative authorization by grade and branch to each organizational activity.
 - h. Determine and establish priorities for assignment of personnel as they become available, considering present and future workloads within sections.
 - i. Insure proper classification and assignment of personnel as they become available.
 - j. Check for possible utilization of limited service, limited assignment, female, and civilian personnel, and consider the effect that use of such personnel will have on strength requirement.
 - k. Keep the chief of staff advised of plans and recommendations.
 - l. Apply the steps in the checklist (par. 194) for improving the internal organization of an established headquarters.

194. Checklist for Improving the Internal Organization of an Established Headquarters

- a. Check that the organization and strength of the headquarters conform to the applicable tables of organization and equipment or table of distribution.
- b. Secure the chief of staff's approval to obtain from each section of the headquarters current organization charts (including structural, functional, position, and flow charts), with the functional charts showing in detail the functions of each subdivision,

and within the smallest subdivision a statement of functions assigned to each individual.

c. Prepare and distribute structural, functional, and position charts for the headquarters as a whole.

d. Analyze the organization charts of each section and of the headquarters as a whole to determine—

- (1) The degree of effectiveness with which each of the eight procedures of organization in paragraph 191 are applied.
 - (2) Whether adjustments in strengths of any sections are necessary or advisable.
- e. Recommend remedial action to the chief of staff as follows:
- (1) When drastic personnel reductions, changes in organization, or changes in procedures are necessary, and are likely to meet with resistance on the part of other staff officers concerned, recommend that an appropriate survey be conducted to gather additional detailed information to support recommendations for changes.
 - (2) When data already on hand are sufficient to support a recommendation for needed changes, draft the necessary directives and recommend their approval to the chief of staff.

Section III. ADMINISTRATION

195. General

a. Administration is that portion of interior management which deals with arrangement, work methods, control, and standardization of procedures within a headquarters or other activity. It includes planning, coordinating, directing, and controlling.

b. All staff officers are concerned with the administrative activities within their own staff sections. In addition, G1 is responsible for assisting the commander in supervising the administrative activities within the command. In performing this duty, he does not encroach on the prerogatives of other staff officers in the operation of their own sections. He should make himself available for advice to other staff officers when requested.

196. Planning

a. The basic method of planning is that of following the six steps in administrative activity as described in paragraph 188.

b. There are four fundamental methods of organizing for planning—

- (1) Utilize the existing organization without change.
- (2) Create a permanent planning section or subsection.
- (3) Employ a planning committee assembled only for the

period of time required to produce a particular plan. (This is normally referred to as an "Ad hoc" committee.)

- (4) A combination, in some degree, of two or more of the above methods.

c. Frequently, an estimate of the planning situation will assist in determining the organization for planning, method of planning and other steps in planning. Such an estimate follows the general pattern of other estimates which are given in FM 101-5.

197. Coordination

The objectives of coordination are to—

- a. Secure the maximum balanced effectiveness from all agencies of the command.
- b. Insure effective teamwork within the staff and in the command.
- c. Bring all agencies concerned with an undertaking into one common action.
- d. Secure maximum production with the minimum effort and friction.
- e. Secure and promote intelligent cooperation.
- f. Foster an interchange of ideas and promote mutual understanding.

198. Control

a. Controlling is the activity of determining whether the actual operation is proceeding as desired, of evaluating the facts obtained, and of taking such corrective action as is within the authority of the controlling agency.

b. Control has two major applications for a headquarters. They are—

- (1) Application to the activities of agencies *within* the headquarters. The necessary means must be provided for seeing that objectives, organization, plans, orders, and policies prepared by the headquarters are timely, sound, complete, and coordinated.
 - (2) Application to the activities of agencies *outside* the headquarters. The necessary means must be provided by the headquarters for seeing that everything is proceeding in the command according to the objectives, organization, plans, orders, and policies prepared and announced.
- c. The steps in controlling are listed immediately below—
- (1) Determine the method and amount of control necessary.
 - (2) Gather facts by use of controls.

(3) Evaluate the results.

(4) Take such corrective action as is authorized.

d. Obviously, there are many limitations, especially in large units, on the amount of personal contact and observation practicable. Many methods additional to visits must also be used.

199. Surveys

Surveys may be designated as—

a. *Organization Survey.* A survey primarily to analyze the organizational structure.

b. *Manpower Survey.* A survey primarily to analyze manpower uses and requirements.

c. *Methods Survey.* A survey primarily to analyze the efficiency of administrative methods currently in use.

d. *General Survey.* A survey may combine two or all of the above types of survey, with equal emphasis on each. Thus, there may be an "Organization and Manpower Survey" or some other combination (SR 600-620-11).

200. General Techniques for Surveys

a. *Preparation for Survey.*

- (1) Define the problem at issue. In defining the problem the factor of whether the fundamental causes are beyond the control of the section or sections being considered for survey must be considered. The definition should include the scope and level of the problem.
- (2) Define and state the mission of the organization. The mission may have been stated by higher authority or established by army regulations. If the mission has not been fully and clearly stated, an accurate statement should be prepared for approval of the chief of staff.
- (3) Personnel for the survey. Personnel representing the experience needed for the job will be selected. Usually it is deemed advisable to select such personnel from within the headquarters being surveyed.
- (4) Organization teams. Form a team or a group of teams from personnel assigned for the survey. Designate a chairman or supervisor of the group and an officer in charge for each team. The size of the team(s) will vary with the extent and time limit of the survey. It is essential that adequate clerical assistance be made available to the team(s). Call a meeting of the survey group and other appropriate staff officers. Issue a set of written instructions to the group members that includes the purpose and scope of the survey, the name of the

group chairman, and the names and team assignment of the personnel selected to conduct the survey. During this meeting, prepare a list of materials to be obtained and of matters to be investigated by the group as well as drafting a tentative outline of the survey report to be submitted to the chief of staff through the G1. This will assist in aiming all activities, during the survey, at the final objective.

- (5) Determine a starting date and an approximate completion date. This will insure that surveys are initiated and completed at the most appropriate time and that full use is being made of the survey personnel.
- (6) Have the chief of staff announce in a conference, or by means of a staff directive to all section chiefs of the headquarters, that a survey is being made, its scope, the starting date, the individual in charge, and a statement to the effect that all section heads involved are enjoined to give all assistance necessary in carrying out the survey.
- (7) If the conference method is used, have the orientation by the chief of staff and then have the survey chairman discuss the following points and answer any questions that the chiefs of sections may have.
 - (a) A list of the information that will be submitted by each section to the group prior to starting the survey. This list may include—
 1. Latest organization charts of each section with specific authority for each.
 2. A roster of the personnel of each section indicating pertinent data.
 3. A data sheet to be completed by each section and submitted to the survey group chairman concerning section and individual workloads.
 4. A list of the personnel of sections that are members of courts, boards, and committees and the average man-hours per week these duties require.
 - (b) Emphasize that time can be saved and disruptions eliminated if the above information when submitted is correct, complete, and clear. This is the material by which the teams become familiar with the organization and operation of each section.

b. Conducting Survey

- (1) Review available information as to the history of the development of the organization. This may include previously issued data, charts, statements of functions,

and directives of required organization and functions. The information, although no longer in effect, will provide a preliminary orientation and indicate whether development has been sound.

- (2) Review current organization charts and statements of functions. Check charts and statements of functions to insure that the information is sufficiently clear and detailed and that all functions necessary to the performance of the mission have been assigned. Doubtful details should be discussed with appropriate section chiefs.

- (a) Ask these questions—Does the organization and function conform to requirements of higher authority? Are all functions necessary to the performance of the mission included?

- (b) List for immediate study—

Known discrepancies of organization and functions.

Functions or activities which are not authorized.

Functions or activities required by higher authority which are not listed in material available.

- (c) List for further study—

Ambiguous statements of functions.	Rewrite the statements clearly.
------------------------------------	---------------------------------

Instances of incomplete information.	Direct inquiry should be instituted to get the actual facts.
--------------------------------------	--

Absence of a function apparently necessary to the performance of the mission.	Inquiry into sources of authority and responsibility should be instituted and reports and recommendations made to the section chief for correction of any deficiencies noted.
---	---

Evidence of surplus or insufficient personnel.	If this condition is indicated and the function involved is found to be essential, survey should be instituted to determine the need for adjustments in personnel allotments or improvements in procedures.
--	---

c. Analyzing Survey.

- (1) Prepare an overall functional chart showing functions and personnel.

- (2) Study charts prepared by each section.

- (a) Ask these questions:

1. Does any member of the organization report to more than one supervisor?

2. Does each supervisor have only that number of people reporting direct to him which he can effec-

tively coordinate and direct? Generally, a supervisor can handle most efficiently not more than eight other supervisory personnel. Time and distance factors must be considered in this span of control. However, if he is supervising clerical personnel he may be able to handle 20 to 50 clerks.

3. Has simplicity been lost by having too many small sections?
4. Are there enough people in a section or subsection to justify it as a unit?
- (b) List for further study or analysis sections for which a departure from the above principles is indicated.
- (3) Analyze individual functions for necessity and authority.
 - (a) Ask these questions—
 1. Is the function authorized and necessary in accomplishing the mission?
 2. Has sufficient authority been given to the person responsible for the performance of the function?
 3. Has authority to perform the function been decentralized to the lowest level practicable?
 4. Are staff functions only, included in statements of functions of staff units?
 - (b) List for further study or corrective action—

Any functions for which a negative answer is appropriate to any of the above questions. Any functions lacking appropriate authority.	Consideration should be given to eliminating or transferring such functions. Reasons for the lack of authority should be discovered. If the reasons are not adequate, the situation should be brought to the attention of the section chief, with recommendations for corrective action.
--	--
 - | | |
|---|--|
| <p>Functions which could be performed as well or better at a lower echelon.</p> | <p>Tendency to continue certain functions because of practice, individuals, or supervisory zeal should be guarded against.</p> |
|---|--|
 - | | |
|--|--|
| <p>Operating functions performed by a supervisory staff.</p> | <p>Analyze all operating functions performed by a supervisory staff.</p> |
|--|--|
- (4) Classify each function. Indicate on the chart by a code the *primary* functions, such as purchasing and procurement section, and the *supporting* functions, such as control, personnel, or fiscal.
- (5) Tabulate the functions. Prepare a card containing the following data for each function of each organizational unit:

- (a) Statement of function.
 - (b) Classification of function.
 - (c) Performed by what section or branch.
 - (d) Number of personnel performing the function.
 - (e) Physical location where function is performed.
- (6) Group cards of similar functions.
- (7) Discover duplicating or overlapping functions. Analyze each group of cards, one at a time, for duplicating or overlapping functions.
- (a) Ask these questions—
- 1. Is an identical or closely similar function performed by another section?
 - 2. Why is the function performed by the section listed?
 - 3. Is it necessary because of physical location that the function be performed by this section?
 - 4. Does the performance of the function by the section increase or decrease efficiency of performance of other functions of the section?
 - 5. Could a single section perform this function more efficiently for the entire headquarters?
 - 6. Would further decentralization improve efficiency?
- (b) List for further study or corrective action—
- | | |
|---|---|
| Unnecessary functions. | Eliminate. |
| Duplicating or overlapping functions. | Analyze these in view of questions above. |
| Any function which could be performed as well or more efficiently by a lower level. | Decentralize. |
- (8) Prepare a tentative overall functional chart showing major sections only.
- (a) After eliminating unnecessary duplications arrange the cards into groups of similar or allied functions.
 - (b) Prepare from each group of cards a tentative statement of the functions of a single section which would perform all the similar functions in each group.
 - (c) Be sure that the proposed form of organization conforms with requirements of higher authority.
 - (d) Review the proposed new chart and statements of functions for conformity with the principles of organization.
- (9) Outline functional sections consistent with overall organization.
- (a) Prepare tentative functional charts of each major section. Group most closely allied functions into subsections.

- (b) Ask these questions—
 - 1. Are all functions of the section assigned to subsections?
 - 2. Are only essential functions listed?
 - 3. Is the authority that is decentralized to the subsections sufficient for adequate performance?
 - 4. Is the organization simple and flexible?
- (10) Prepare tentative functional charts for subsections.
- (11) Review tentative charts and prepare final recommended organization. The following are the minimum documents needed:
 - (a) An accurate and concise statement of the mission.
 - (b) An overall statement of major functions of the organization subdivided into major supervisory and operating functions.
 - (c) An overall functional organization chart showing the relationship and functions of the sections.
 - (d) A functional chart showing the detailed organization of each section and the subsections, together with concise and accurate statements of the functions of each section and subsection.
- (12) Make a *final check applying each principle of organization* to each chart and statement of functions. Also check statement of functions for clarity, conciseness, and accuracy.
- (13) Complete your staff work.
 - (a) List functions to be eliminated entirely, those to be reassigned, those to be decentralized, and those to be centralized.
 - (b) Obtain concurrence or other statements of section chiefs in proposed action.
 - (c) Prepare a report to the chief of staff explaining your findings, your specific recommendations, the concurrences and nonconcurrences by the section chiefs concerned. In the cases of nonconcurrences, the reasons therefor should be stated. Recommended changes in personnel authorization should be included.
 - (d) Prepare directives instituting the new organization for signature of the commanding general or chief of staff. These should clearly and concisely prescribe the exact changes involved, the means and time for their accomplishment and should have attached a copy of the proposed new organization chart and proposed statements of functions under which the sections of the revised organization will operate thereafter.

- (14) Discuss the report with the chief of staff. Go through the report step by step pointing out the deficiencies of the present organization and the advantages of the proposed plan of organization. Note all changes required by the chief of staff. Rewrite the directives to conform to these changes. Have the directives signed and issued promptly.

d. Implementation and Followup of Approved Recommendations. After recommendations have been made and approval obtained, the final step of control, to see that the recommendations are put into effect, remains to be taken. Such control may be achieved by means of directives and followup on such directives. A later survey should be made to determine the extent of adoption of the changes and the effectiveness thereof.

e. Authority of Survey Teams To Take Corrective Action. The survey team is not authorized to take corrective action during the survey. It may make suggestions. However, as in all activity, cooperation or coordination is essential in implementing corrective action. To secure such cooperation, the following methods often will prove useful:

- (1) Have survey members discuss the approved improvements with the agencies affected.
- (2) Be sure that changes desired are clearly understood, using charts or other forms of analysis which may have been the basis of the recommended change.
- (3) It should be explained that the change is not for the purpose of making anyone work faster, but rather it is to simplify, to eliminate wasted effort, and to reduce fatigue in order to make the job easier.

201. Work Flow

a. Work flow is the movement of administrative matters through the organization. Facilitation of the flow of work in an organization is a major objective of interior management.

b. The principles of work flow are—

- (1) *Straightline flow.* The movement of work between any two points should travel in a straight line.
- (2) *Continuous flow.* The work should move as smoothly as possible. Spasmodic or interrupted flow causes confusion and delay.
- (3) *Concentrated operation.* Related operations should be concentrated to minimize physical movement, time, and space in handling the workload.
- (4) *Least handling.* Handling should be reduced to a minimum. All handling not absolutely essential is wasteful

of time and energy, and adds possibilities for damage and errors.

- (5) *Balanced workload.* Workloads should be so balanced that all workers have the same relative amount of work to do (DA Pam. 20-300).

202. Headquarters Layout

a. Generally, G1 and G4 are located close to each other, while G2 and G3 are located together and close to the war room. Special staff sections are located, when possible, closest to the general staff section which supervises the majority of their functions. Normally, the commanding general and chief of staff will occupy adjacent offices (FM 101-10).

b. Sections likely to have numerous visitors or numerous incoming and outgoing messengers belong near an entrance to the building. On the other hand, sections handling considerable classified material need the protection of a location well away from the main entrance.

c. Information desks or offices are desirable near entrances. Such location will reduce interruptions to staff sections by visitors seeking directions, and will facilitate their being used for the registering in and out of visitors for security purposes.

d. Adequate signs should be used to identify each section and major activity to assist visitors, new personnel, and others.

e. Service installations, such as the motor pool, dispensary, mess, post exchange, and conference rooms should be carefully located for maximum service and minimum lost time to all concerned.

203. Objectives of an Office Layout Plan

The arrangement of personnel, groups of personnel, equipment, and facilities in an office should seek—

a. To employ the principles of work flow (par. 201), in order to save both time and effort.

b. To conserve space while providing enough room for each individual and group to work effectively without being cramped. Particularly, the tendency to use too much space for private offices must be controlled.

c. To reduce the time necessary for an individual or group to accomplish work.

d. To provide working conditions that will promote efficiency and reduce individual strain and fatigue. Such factors as correct lighting, proper heating, and adequate ventilation will not only increase efficiency, but will also help to reduce disability and sick rates. On the other hand, distractions such as slamming doors,

loud talking, visitors asking directions, and the noise of typewriters, adding machines, teletype machines, and mimeograph machines will cause fatigue and reduce efficiency.

e. To allow for expansion so that reassignments of office space can be kept to a minimum.

204. Individual Layout

The individual effectiveness of personnel can be materially increased, and the time required to process work decreased, by attention to simple details of the layout of equipment and materials used by each individual in his work. Frequently used materials should be located in the normal work area (that area covered by an arc made by the hands when the arm is extended from the elbow); those materials used occasionally each day should be located within the maximum work area (the area within reach when the arm is extended from the shoulder); those materials used seldom should be kept off the work surface.

205. Internal Routing in a Headquarters

The internal efficiency of a headquarters depends in a great measure upon the activities of the adjutant general. One of the important functions performed by the adjutant general is the routing of papers in the headquarters and in the command. It is unlikely that the G1 section will be called upon to exercise any extensive degree of control over internal routing in a headquarters. Adjutants general should be well trained in proper organization and procedures for this activity. On occasion, where the activity involves procedures which are too costly in men or time, or when a survey of the headquarters is being made, G1 may find it necessary to apply a knowledge of internal routing procedures. Internal routing can adversely affect the overall efficiency of the headquarters if not properly conducted and supervised.

206. Locating Files

Files contain information that the staff needs to develop plans, take action, or on which to base reports. It is essential that the G1 insures that the most efficient type of file plan has been adopted for the headquarters, and the G1 section. In many instances man-hours may be saved by checking the files before starting action on a paper.

CHAPTER 10

CIVILIAN PERSONNEL

207. General

a. It is the policy of the Department of Defense that civilian employees be utilized in all positions which do not require military skills or military incumbents for reasons of training, security, or discipline.

b. In peace and war large numbers of civilians are employed by the army. In many instances permanent civilian employees give a continuity to certain army activities not otherwise attainable. The employment of civilians poses problems which are separate and distinct from the purely military matters with which the G1 is normally concerned, particularly in the lower echelons of command. Department of the Army policy on the utilization of civilian personnel has been expressed in part by the Secretary of the Army as follows:

The Department of the Army accomplishes its mission through a team of military and civilian personnel. In peace, as well as in war, the civilian members of this team are an essential part of the nation's defense. Vigorous and wise management of this civilian work force presents an outstanding opportunity to further interest through increased efficiency and consequent education in the operating costs of national defense . . .

c. It is contemplated that United States civilians will be used in limited numbers in overseas theaters. Their use, however, in war or peace is governed by civilian regulations and will not be discussed further in this manual.

208. Oversea Theaters of Operations

It is essential that commanders utilize to the fullest extent all available resources, and the utilization of non-United States citizen civilians in overseas areas is a highly effective method of supplementing the available military manpower. It is the policy of the DOD to make maximum practical utilization of the services of locally available non-United States citizen civilian personnel in overseas areas, to the extent that such utilization is consistent with operational requirements and the essential needs of the local economy. The sources of such personnel include the civilian nationals of the Allied, cobelligerent and enemy countries in which the United States Armed Forces may be operating, and

also the nationals of neutral countries who may be in the area. This labor may be of three types, namely—

a. Static Labor. Static laborers are those employed at a fixed location, and who travel daily between their homes and place of employment. Normally, static labor will constitute the bulk of the non-United States workforce. The United States Forces usually will have only limited responsibilities for providing food, clothing and shelter for static labor.

b. Mobile Labor. Mobile laborers are those whose circumstances permit their employment away from home. For ease of management and transport, such laborers are usually organized into groups and administered under regulations published by the theater commander. Utilization of this type of labor will necessitate furnishing logistical support in the form of food, clothing, shelter, medical treatment, and transportation.

c. Contract Labor. It may be found advantageous to procure service by means of a contract with a resident individual or firm. Some degree of logistical support may be necessary or may be a condition of the contract. Extreme care must be exercised to assure that personnel practices and wages paid by the contracting firm are in accord with local customs to preclude interruptions in work due to strikes or other labor problems.

209. Basic Considerations

a. A majority of communications zone jobs, and many jobs in the combat zone, can be performed by civilians. Some of the suitable jobs which can be filled by civilians are clerical and administrative work; general construction; bridge, road, and railroad construction and maintenance; supply handling at beaches, depots, and dumps; chauffeurs and drivers; forestry and logging; motor maintenance; stevedore and dock work; hospital services; supervision and control of displaced persons.

b. The countries where civilians are hired have manpower problems of their own. Men are needed for essential civilian pursuits to provide food, shelter, utilities, water, sanitation, medical service, transportation, public safety, and government; and for private industry, commerce, and agriculture, which contribute directly to the support of our forces.

c. In war-torn countries, industry is paralyzed; private enterprise is disorganized; health conditions are bad; transportation and utilities are crippled or nonexistent; agricultural production may be at a starvation level; people are miserable, homeless, and apathetic—sick of soldiers and armies; government agencies have disintegrated. The foregoing is the typical setting for civilian employee procurement, administration, and utilization problems in active theaters.

210. Planning Requirements

Provision for the use of civilian employees in a theater should be included in every operational plan. Labor plans must be based upon a study of labor availability and conditions in the area concerned. These plans must contain—

- a. Organization and responsibilities.
- b. Relations with allied and neutral governments.
- c. Conditions of employment.
- d. Inclusion of labor supervisory units and personnel in troop lists.
- e. Supply, to include food, clothing, equipment, field shelter, and tools.
- f. Fiscal arrangements.
- g. Administration of labor.

211. Staff Responsibility

Theater, Theater Army, and Communications Zone G1's exercise general staff supervision over the operation of the non-United States civilian personnel program, including the following functions:

- a. Evaluation of intelligence reports on available labor. Allocation and reallocation of available labor to G4 and to major subordinate commands.
- b. Formulation of employment agreements with foreign governments.
- c. Formulation of administrative policies and procedures, where necessary.
- d. Determination of rates of pay; supervising conduct of wage surveys when necessary.
- e. Provision of assistance to subordinate commands in the procurement and training of competent civilian personnel administration staffs.
- f. Preparation of tables of distribution for organized labor units.
- g. Coordination with other staff sections on non-United States personnel matters.

212. Procurement

a. *Allied and Neutral Countries.* Certain principles applicable to the procurement and use of civilian employees derive from international law (FM 27-10), the laws of the United States, and past experience. In allied and neutral countries, labor is voluntary as far as the United States forces are concerned, although local national governments may have compulsory labor laws, and the army works through existing national or local gov-

ernment officials. United States forces coordinate their civilian employment policies with those of allied forces, and conform in general to local labor laws, practices, and wage scales.

b. Enemy Countries. In enemy countries labor may be *requisitioned* for the needs of the army, provided enemy nationals are not required to contribute directly to operations against their own forces, or they can be *voluntarily* employed in any type work conforming to international law. Borderline cases are decided by higher commanders.

213. Compensation and Conditions of Employment

As soon as possible, and to the extent practicable, indigenous government agencies should be the "official" employers, and should pay hired labor for army forces. The United States reimburses the government concerned. This procedure preserves local government controls, facilitates administration of labor laws, collection of taxes, family allowances, and contributions for social security. All civilian employees, enemy or otherwise, must be paid. Initially in any given locality, the using service may have the job of keeping pay records, preparing pay rolls, and actually paying the workers. As soon as possible, however, the job of preparing pay rolls and paying is turned over to local government labor agencies. The using service has to maintain pay data records and turn this over to the local agency making payment. In the interest of efficiency of workers and of creating a favorable attitude, it is advisable to conform so far as practicable to local practices. This requires local authorities to assist to the maximum extent possible in procurement and payment of workers.

214. References

Policy on the use of indigenous personnel is stated in FM 100-10. For details of the employment of indigenous personnel, including Type B TOE units, see FM 100-10.

APPENDIX I

REFERENCES

AR 10 series	Organization and Functions.
AR 20 series	Inspections and Investigations.
AR 210-50	Nonappropriated Funds and Related Activities.
AR 335-15	Reports Control System.
AR 380-5	Military Security Safeguarding Security Information.
AR 600 series	Personnel.
AR 605 series	Officers.
AR 615 series	Enlisted Personnel.
SR 10 series	Organization and Functions.
SR 320-5-1	Dictionary of United States Army Terms.
SR 320-5-5	Dictionary of United States Military Terms for Joint Usage.
SR 600 series	Personnel.
SR 605 series	Officers.
SR 615 series	Enlisted Personnel.
FM 10-7	Quartermaster Organization and Operations in Divisions.
FM 10-17	Quartermaster Organization and Service in Army and Corps.
FM 10-63	Handling of Deceased Personnel in Theaters of Operations.
FM 16-5	The Chaplain.
FM 19-5	Military Police.
FM 19-10	Military Police in Towns and Cities.
FM 19-15	Civil Disturbances.
FM 19-20	Criminal Investigation.
FM 19-25	Military Police Traffic Control.
FM 19-30	Physical Security of Military and Industrial Installations.
FM 19-40	Handling Prisoners of War.
FM 19-90	The Provost Marshal.
FM 21-5	Military Training.
FM 21-10	Military Sanitation.
FM 21-30	Conventional Signs, Military Symbols, and Abbreviations.
FM 27-5	United States Army and Navy Manual of Civil Affairs/Military Government.
FM 27-10	Rules of Land Warfare.

FM 28-105	Special Service Company.
FM 30-15	Examination of Personnel and Documents.
FM 31-71	Operations in the Arctic.
FM 31-72	Administration in the Arctic.
FM 57-20	Airborne Techniques for Divisional Units.
FM 57-30	Airborne Operations.
FM 100-5	Operations.
FM 100-10	Administration.
FM 100-15	Larger Units.
FM 100-31	Tactical Use of Atomic Weapons.
FM 101-5	Staff Officers' Field Manual, Staff Organization and Procedure.
FM 101-10	Staff Officers' Field Manual, Organization, Technical, and Logistical Data.
FM 101-51	Department of the Army Planning and Programming Manual.
FM 110-5	Joint Action Armed Forces.
TM 12 series	The Adjutant General.
TM 14 series	Finance.
TM 19 series	Military Police.
TM 21 series	The Individual Soldier.
TM 27 series	Military Law.
TM 28 series	Welfare, Recreation, and Morale.
DA Pamphlet 20-150	Geneva Conventions of 12 August 1949 for the Protection of War Victims.
DA Pamphlet 20-300 series	Management.

APPENDIX II

TYPICAL PERSONNEL POLICIES AND PROCEDURES WITHIN AN INFANTRY DIVISION

Example 1. Typical Replacement Policies and Procedures Within An Infantry Division

1. General

a. These procedures govern the requisition, receipt, processing, training, and assignment of replacements and casualties.

b. Units requisition for actual shortages in authorized MOS's and, when authorized, for estimated future losses. Replacements may also be allocated by division to units to apply against known or estimated losses.

c. The adjutant general is responsible for all operational arrangements for the procurement, administrative processing, assignment, and forwarding of replacements and casualties to units, to include supervision of the operation of these activities within the division replacement company.

d. G1 prepares the replacement plan; coordinates replacement activities; keeps the commanding general informed of the replacement situation; with the approval of the chief of staff makes allocation of replacements to units after consultation with the G3; informs the adjutant general of the approved allocations; and coordinates replacement matters with the army G1 and the replacement battalion commander.

e. G3 prepares the replacement training directives.

f. G4 provides the necessary transportation and supplies for replacements.

g. The surgeon, chaplain, special services officer, troop information and education officer, exchange officer, and finance officer provide appropriate facilities and services for the division replacement company.

h. The commanding officer of the division replacement company is responsible for the maintenance of operational liaison with the replacement battalion furnishing replacements to the division.

2. Reception

a. All replacements, hospital returnees, and casualties are received and processed through the division replacement company.

b. Immediately on their arrival in the division replacement

company, a replacement company officer orients incoming troops concerning—

- (1) Immediate processing activities.
 - (2) Location of the orderly room, mess area, and postal, bathing, and latrine facilities.
 - (3) Local security requirements.
- c. Locator cards and change of address cards are prepared and verified with rosters and individual records.
 - d. Hot meals and billets are provided without delay.
 - e. Divisional insignia is issued.

3. Processing and Training

a. Unless otherwise directed replacements are retained in the division replacement company for a minimum of 3 days for processing, orientation, and training.

b. Hospital returnees and casualties are processed only sufficiently to insure that records are complete and accurate, and clothing and equipment are complete and serviceable prior to their return to their units. They are segregated from new replacements.

c. Deficiencies of clothing, equipment, and weapons are determined and corrected.

d. Training is conducted by experienced combat personnel. Emphasis is placed on physical conditioning, field sanitation, foxhole and camouflage discipline, weapons, squad tactics, and combat orientation.

e. Records are checked, verified, and brought up to date during the training period.

4. Welcome

Replacements are addressed when practicable by the division commander. When this is impossible they will be addressed by the assistant division commander or the chief of staff.

5. Assignment and Forwarding

a. The adjutant general issues orders assigning replacements to company-sized units in accordance with the desires of the regiment or separate battalion commanders.

b. Replacements are forwarded to regimental rear areas upon completion of processing and training, escorted by guides from the receiving units. When practicable they are met by the regimental commander.

c. Regimental and battalion commanders insure that training and orientation are continued to the maximum extent consistent with the situation.

Example 2. Typical Prisoners of War Policies and Procedures Within An Infantry Division

I. General

a. Scope. This document outlines policies and procedures for handling prisoners of war in an infantry division. Pertinent technical details will be issued as necessary by the division provost marshal.

b. Unit Procedure. Subordinate unit standing operating procedures will conform with policies, procedures, and instructions published by division and higher headquarters.

c. References.

- (1) FM 19-5, Military Police.
- (2) FM 19-90, The Provost Marshal.
- (3) FM 27-10, Rules of Land Warfare.
- (4) FM 30-15, Examination of Personnel and Documents.
- (5) FM 100-10, Administration.
- (6) FM 19-40, Handling Prisoners of War.
- (7) DA Pamphlet 20-150, Geneva Convention of 12 August 1949 for the protection of War Victims.

2. Responsibility

a. Command. Commanders at all echelons are responsible for proper handling and treatment of prisoners of war. G1 has general staff responsibility for the supervision of planning for prisoners of war and for the coordination of such planning with other interested staff sections.

b. Technical.

- (1) G2 is responsible for estimates of numbers of prisoners to be captured, and for supervision and coordination of all matters pertaining to the intelligence aspects of prisoners of war.
- (2) *Provost marshal* is responsible for the selection, operation, and administration of division collecting point(s); for guarding, processing, and administering prisoners of war under division control; and for providing technical advice and assistance as required on matters pertaining to administration, control, and evacuation of prisoners of war.
- (3) *Quartermaster* is responsible for providing rations, clothing, bedding, and messing equipment as required for the maintenance of prisoners of war when requested by the provost marshal.
- (4) *Engineer* is responsible for construction of prisoner of war collecting points and required facilities.

- (5) *Surgeon* is responsible for procurement of medical supplies and for the treatment and hospitalization of sick and wounded prisoners of war.
- (6) *G4 thru his transportation assistant* is responsible for coordinating transportation used in evacuating prisoners of war.
- (7) *Chaplain* will provide or advise concerning religious needs of prisoners of war.

3. Units

a. *Attached.*

- (1) Normal division attachments will include military intelligence service personnel, who will function under the supervision and direction of G2.
- (2) Interrogation of prisoners of war personnel attached to division will be dependent upon the situation, requirements, and availability. Interrogation prisoners of war personnel will be allocated in conformance with prescribed tables of organization and equipment.

b. *Organic.* The police platoon of the division military police company will operate division collecting point(s) in accordance with instructions contained herein and as may be issued by the provost marshal.

4. Segregation and Search

a. *Responsibility.*

- (1) Capturing troops are responsible that prisoners of war are disarmed, segregated, and searched as soon as practicable after capture.
- (2) Each unit or installation handling prisoners of war will maintain segregation. Prisoners of war will be searched as required to insure against their acquiring arms, ammunition, or other weapons.

b. *Segregation.* As promptly as circumstances permit after capture, officers, noncommissioned officers, privates, political indoctrination personnel, civilians, and deserters will be segregated. Prisoners are further segregated according to sex and nationality within the groupings listed above. Prisoners interrogated should be segregated from those not yet interrogated.

c. *Search.*

- (1) Search will be conducted by capturing troops as soon after capture as practicable and prior to interrogation.
- (2) At the time the prisoner is searched, items in his possession will either be *returned to him, confiscated, or impounded.*

- (3) When the prisoner is searched, the capturing unit will remove all weapons, documents, and items of intelligence value. Documents thus removed will be identified with the prisoner and normally will be evacuated with the prisoner of war.
 - (a) Property which will be confiscated includes all implements of war, the retention of which would contribute to the enemy cause.
 - (b) Property which will be impounded includes items of a personal nature that are not required for the safety, comfort, and well-being of prisoners of war and the retention of which would constitute a security hazard. This includes items that have an intelligence value such as unit insignia. The theater commander normally will prescribe specific items. The owner of the impounded articles will be given an itemized receipt legibly inscribed with the name, rank, and unit of the person issuing the receipt.
 - (c) Property which the prisoner will be permitted to retain includes all effects and articles of personal use, except arms, horses, military equipment, and military documents. Those items will specifically include metal helmets, gas masks, and like articles issued for personal protection. Effects and articles used for clothing or feeding will likewise remain in their possession even if such effects and articles belong to their regulation military equipment. Badges of rank and nationality, decorations, and articles having above all a personal or sentimental value may not be taken from prisoners of war.
- (4) All weapons secured from the disarming of prisoners of war will be disposed of in accordance with separate instructions, Subject: Disposition of Captured Enemy Materiel.

5. Interrogation

a. Unit.

- (1) Capturing units may interrogate prisoners of war briefly for information of immediate tactical value, when practicable, prior to evacuation to regimental collecting point(s).
- (2) Capturing units may interrogate slightly wounded prisoners briefly for information of immediate tactical value, when practicable, prior to evacuation through medical channels. S2's and medical personnel will note

statements and identifications, especially unit identifications, and report through S2 channels to G2 without delay.

b. Technical.

- (1) Interrogation at regimental collecting point(s) will be performed by prisoner of war interrogation personnel.
- (2) Interrogation at division collecting point(s) and medical clearing station will be performed by interrogation prisoner of war personnel.

6. Evacuation

a. Responsibility.

- (1) Capturing unit is responsible for evacuation to the collecting point(s) of the next higher echelon whenever practicable; otherwise, evacuate to closest collecting point or cage.
- (2) Normal channels of evacuation within the division are company to battalion, battalion to regiment, and regiment to division.
- (3) Evacuation to army (corps) prisoner of war cage will be responsibility of army (corps).
- (4) Commanders at each echelon are responsible for insuring prompt evacuation of prisoners of war coming under their control, and for the provision of adequate guards to prevent escape.

b. Transportation.

- (1) Maximum use will be made of supply vehicles moving to the rear.
- (2) Transportation required for evacuation of prisoners of war, except where supplemental use is made of vehicles already engaged in another mission ((1) above), will be reported to the transportation assistant G4.
- (3) Prisoners of war will be evacuated by marching in all cases where transportation is not available or practicable. Prisoners will not be marched in excess of 20 kilometers (12 miles) per day except when required to reach food and shelter.
- (4) When prisoners of war are transported in vehicles, a minimum of *two* guards per truck will be provided (exclusive of driver). *One* guard will be mounted in cab and *one* in a trailer or following vehicle. Under no circumstances will guards and prisoners be placed in close contact so that ability of the guard to exercise his primary function may be compromised.
- (5) When prisoners of war are evacuated by marching,

guards will march on the flanks and to the rear of the column. Maximum use will be made of walking wounded personnel as guards.

c. Axis.

- (1) Axis of evacuation for nonwounded and walking-wounded prisoners of war will follow the supply axis so far as practicable, so as to make maximum use of empty vehicles moving to the rear.
- (2) Wounded prisoners of war will be evacuated through normal medical evacuation channels.

d. Collecting Points.

- (1) Division will announce location of division collecting point(s).
- (2) Battalion and regimental commanders will designate location of unit collecting points. G2 and provost marshal will be notified.

7. Discipline and Control

a. Treatment.

- (1) All captured personnel will be treated as prisoners of war until their identity is established by competent authority.
- (2) Commanders at all echelons will insure humane treatment in accordance with the Geneva Conventions as set forth in FM 27-10.
- (3) Sick and wounded prisoners of war will be accorded medical care without respect to nationality.
- (4) Prisoners of war will not be fed prior to interrogation, except where inhumane treatment would result from failure to do so.
- (5) Robbing, insulting, and acts of violence against prisoners of war are prohibited.
- (6) Fraternization, barter, trade, or any other type of personal or commercial transaction with prisoners of war is prohibited.
- (7) Communication with prisoners of war is permitted only to the extent required for the proper performance of official duties.

b. Labor.

- (1) Prisoners of war will be required to perform such tasks as are required for the sanitation and cleanliness of their own persons and that of the prisoner of war installations.
- (2) Prisoners of war may be required to prepare food intended for their own consumption.

- (3) Prisoners of war will not be used as labor within the division area except when specifically authorized by this headquarters.
- (4) When prisoner of war labor is specifically authorized by the division commanding general, the using unit or facility will be responsible for the security of prisoners of war while they are engaged in labor for that unit or facility.

c. Discipline.

- (1) Strict discipline will be required of prisoners of war at all times.
- (2) Commanders are authorized to take such preventive and corrective measures, within the provisions of the Geneva Conventions set forth in FM 27-10, as are required for the security of their commands and to prevent the escape or liberation of prisoners of war.
- (3) Prisoners of war are subject to the provisions of the Uniform Code of Military Justice and the Manual for Courts-Martial, United States, 1951.

8. Records and Reports

a. Units.

- (1) Prisoners of war captured, evacuated, and on hand will be reported daily on personnel daily summary.
- (2) Intelligence matters will be reported through S2 channels to G2 as expeditiously as possible.

b. Receipts.

- (1) Head count receipts will be accomplished in duplicate at each collecting point for prisoners of war turned in.
- (2) One copy of the receipt will be retained at the collecting point as a basis for checking the running tally of prisoners on hand and processed during any particular period.
- (3) One copy of the receipt will be returned to the unit turning over prisoners of war to the collecting point by the individual in charge of the escort guard detail.

c. Prisoner of War Tag. If the situation permits, a prisoner of war tag will be prepared for each prisoner of war by the capturing unit. If this is not practicable, the prisoner of war tag must be prepared at the division prisoner of war collecting point.

Example 3. Typical Graves Registration Policies and Procedures Within an Infantry Division

I. General

a. *Scope.* The responsibilities and procedures to be followed in an infantry division with respect to graves registration are discussed below. Pertinent technical details will be issued as necessary by the division quartermaster.

b. *Unit Procedure.* Subordinate unit standing operating procedures will conform with policies, procedures, and instructions published by division and higher headquarters.

c. *References.*

- (1) FM 10-7, Quartermaster Organization and Operation in Divisions.
- (2) FM 10-63, Handling of Deceased Personnel in Theaters of Operations.
- (3) FM 10-17, Quartermaster Organization and Service in Army and Corps.
- (4) FM 10-13, Quartermaster Reference Data.
- (5) SR 600-560-6, Disposition of Personal Property (Effects) in Theater of Operations.

2. Responsibility

a. *Command.* The collection, identification, evacuation, and burial of United States, allied, and enemy dead are the responsibility of commanders at all echelons. G1 will announce policies and exercise general supervision of graves registration activities within the division. The operation of the graves registration service within the division is under the direction of the division quartermaster.

- (1) Company, battery, or similar unit commanders are responsible for reporting the location of United States, allied, or enemy dead within their areas to the next higher echelon if unable to collect and evacuate them from their area.
- (2) Property of the deceased, *other than personal effects found on the remains*, will be collected by unit commanders and forwarded through Quartermaster channels to the Theater Effects Depot. Items of a classified nature or intelligence value will be withdrawn, unless released by G2. When items are withdrawn for security reasons the inventory of effects will so indicate. Items stored in the theater central baggage depot will be disposed of by the depot commander upon receipt of notification of death from the unit commander. Government property will be turned in to the appropriate supply agency.

- (3) Disposition of personal effects found on the body will be by graves registration personnel at the army cemetery; except that in case of isolated burials, such responsibility will be carried out by the individual in charge of the burial party.
- (4) Regimental and separate unit commanders are responsible for the collection and evacuation of the dead within their areas to collecting point(s) established by this headquarters.
- (5) Commanders at all echelons will utilize all means to effect identification of the dead and to safeguard the effects of deceased personnel.
- (6) Division will collect the dead at division collecting point(s) and evacuate to an army cemetery or army collecting point.
- (7) Cemeteries normally will be established and operated by army. When division is required to establish and operate a division cemetery, units will evacuate to division cemetery.

b. Technical.

- (1) *The Quartermaster* exercises general operational supervision of the graves registration service and provides supplies, labor, and transportation for graves registration service. The division graves registration officer (purchasing and contracting officer on division quartermaster's staff) discharges technical supervision of graves registration and disposition of personal effects within the command to include—
 - (a) Coordinating graves registration activities within the division.
 - (b) Selecting division collecting point(s) at which remains will be assembled.
 - (c) Technical supervision of troops performing any services involving graves registration.
 - (d) Procuring labor for grave digging when necessary (troop or civilian for United States or allied, prisoner of war for enemy dead).
 - (e) Securing necessary transportation (through division quartermaster and G4).
 - (f) Maintaining contact with the graves registration officer of next higher echelon.
 - (g) Locating and establishing burial sites and effecting burials (when division is directed to establish a cemetery).

- (h) Organizing search parties to cover designated areas in rear of regimental rear boundaries.
- (i) Collecting and disposing of personal effects found on remains in isolated burials.
- (j) Submitting required forms and reports.
- (2) *The Engineer* advises on suitable cemetery sites; furnishes auxiliary tools and equipment; recommends traffic circulation within the cemetery; and provides assistance in removing booby trapped remains.
- (3) *The Surgeon* coordinates on sanitation within the division area; coordinates with division quartermaster on his plan of evacuation as it affects burials; arranges with graves registration officer for transfer of dead from medical installations; supervises completion of emergency medical tag; furnishes necessary dental personnel to assist in identification of remains; and inspects cemeteries for sanitary control when division cemeteries are established.
- (4) *The Chaplain* arranges for necessary chaplains to conduct ceremonies, and coordinates with the adjutant general and graves registration services on records and reports of burials.
- (5) *The military government officer* arranges for civilian labor and for disposition of remains of deceased civilians of liberated or occupied territories.
- (6) *The adjutant general* handles casualty reports which aid in the identification of unknown remains and the recovery of remains of those listed as dead and missing.

3. Graves Registration Units

a. *Supporting.*

- (1) *Composition.* Normal composition is one platoon from the graves registration company supporting the corps. The platoon consists of a collection and evacuation section, an identification, effects, and records section, and a platoon headquarters.
- (2) *Duties.* The mission of the supporting platoon is to augment and assist the organic graves registration section of the division quartermaster company. Functions of this platoon include the supervision of identification and burial of the dead; preparation and processing of burial reports; collection, processing, and disposition of personal effects found on the remains of the deceased; plotting of locations and registration of graves and cemeteries; search of designated areas for unburied or

unsuitably buried dead and isolated graves; evacuation of remains from division collecting point to the army cemetery; and establishment and operation of a division cemetery when required.

b. Organic.

(1) *Composition.*

- (a) Division graves registration section (of division quartermaster company) consists of 10 enlisted men.
- (b) Regimental graves registration section (service company, each infantry regiment) consists of 1 officer and 5 enlisted men.
- (c) Within each infantry regiment additional personnel will be designated to augment and assist the regimental graves registration section as required.

(2) *Duties.*

- (a) The division graves registration section will operate under the direction of the division graves registration officer (par. 2b(1) above). The primary mission of this section is the operation of the division graves registration collecting point and the evacuation of the dead to the army cemetery when necessary. The section performs those functions outlined in a(2) above for the supporting graves registration platoon. When the situation permits, the division graves registration section (augmented by a supporting graves registration platoon) may evacuate from regimental collecting points and may assist combat elements in battlefield search and evacuation or burial.
- (b) Regimental graves registration sections will perform such duties as are prescribed by regimental commanders in accordance with procedures outlined herein and supplemental technical instructions issued by the division graves registration officer.

4. Evacuation

a. Responsibility. As outlined in paragraph 3b(2)(a) above, division headquarters will announce when evacuation from regimental collecting points is to be by division.

b. Transportation.

- (1) Regimental and separate unit commanders will utilize organic transportation for evacuation to division collecting point(s).
- (2) When a graves registration platoon is supporting the division, organic transportation of that platoon will be

utilized to the maximum in evacuating from division collecting point(s) to the army cemetery.

- (3) Additional transportation required will be requested of the Assistant Chief of Staff G-4 by unit commanders concerned and by the division graves registration officer.
- (4) Whenever practicable, specifically designated vehicles will be used for evacuation of the dead. Vehicles will be provided with tarpaulins or similar material so that remains may be covered. United States and allied dead will not be transported on the same vehicle with enemy dead. Maximum efforts will be made by all concerned to insure careful and reverential handling of remains, and to prevent loss or compromise of personal effects. Drivers will be furnished complete identification data, whenever practicable, on all remains transported.

c. Collecting Point(s).

- (1) Division will announce location of division collecting point(s) and army (division) cemetery.
- (2) Regiments will designate collecting points and report locations to the division quartermaster.

5. Burial and Registration

a. Isolated Burials.

- (1) *General.* Isolated burials will not be made except when evacuation is not possible, and sanitary requirements of morale of own troops make such action necessary.
- (2) *Identification.* Maximum effort will be made to accomplish early and positive identification of the deceased.
 - (a) One of the two identification tags worn as prescribed by paragraph 44, AR 600-40, will be attached to the remains when interred. The duplicate tag will be removed at the time of interment and attached securely to the grave marker.
 - (b) When only one identification tag is worn, it will not be removed from the remains. Information therefrom will, whenever practicable, be written on the grave marker.
 - (c) When identification tags are missing, identification will be made by members of the organization to which the deceased belonged.
 - (d) For special identification procedures necessary under those conditions where immediate identification of the deceased cannot be established, see paragraph 46, FM 10-63.
 - (e) Personal identification will be entered on DD Form

551, Report of Interment, together with the date, name, rank, and serial number of the individual preparing the report, and the officer verifying the report. If both identification tags are missing, one copy of the completed form will be placed in a bottle or other container and buried with the remains.

(3) *Burial.*

- (a) Burial will be performed under the supervision of unit commanders or unit graves registration officer.
- (b) Whenever practicable, remains will be wrapped in a shroud. The shroud may be a blanket, shelter half, mattress cover, or poncho.
- (c) Graves will be dug to a depth of 5 feet whenever practicable. In hasty battlefield interments, the location and depth will be such as to prevent the remains from being molested by animals or exposed through erosion.
- (d) Only one body will be placed in a grave. For special procedures involving group burials, see paragraph 61f, FM 10-63.

(4) *Grave markers.*

- (a) Standard temporary name pegs will be used when practicable; otherwise, temporary markers will be improvised by the burial party.
- (b) The second identification tag, or information in lieu thereof, will be attached to the temporary marker or written thereon in such a manner as to be protected from the weather.

(5) *Religious services.*

- (a) Chaplains of appropriate faith will officiate, whenever practicable, at all burials.
- (b) In the absence of chaplains, commanders or unit burial officers are responsible that burial is conducted with all the reverence that circumstances will permit.
- (c) Religious ceremonies are dispensed with only when the lives of burials parties are endangered.

(6) *Disposition of personal effects.*

- (a) When battlefield conditions dictate, burial details are authorized to bury remains without removing or inventorying effects found on the remains. The report of interment will bear the statement: "Effects not removed."
- (b) Whenever practicable and positive identification has been established, the individual in charge of the burial

party will remove *all* personal effects from remains prior to burial.

- (c) Inventory of personal effects will be prepared. Extreme care will be exercised in describing *each* item. Name, rank, serial number, and organization of deceased will be included.
 - (d) Effects will be placed in a bag, or similar individual container, together with one copy of inventory, and delivered without delay to the division graves registration officer who will sign one copy of the inventory which will be retained in the files of the unit making the isolated burial.
 - (e) Screening and preparation of effects, for shipment, completion of necessary forms and reports, and disposition will be accomplished by the division graves registration officer in accordance with current regulations.
- (7) *Forms and reports.*
- (a) One copy of Report of Interment will be prepared for the Chief, Armed Forces Graves Registration Office, and additional copies as prescribed by the theater commander.
 - (b) Four copies of Inventory of Effects will be prepared by the unit making the burial. The original will be placed in the personal effects container, one copy for the Army Effects Agency, one for the graves registration section, and one to be retained in the unit files.
- (8) *Allied and enemy dead.*
- (a) Allied dead will be handled in the same manner as United States dead.
 - (b) Enemy dead will be handled in the same manner as United States dead so far as practicable.
 - (c) Two additional copies of Report of Interment will be prepared for enemy dead. One copy will be placed with the personal effects and one copy forwarded to the theater provost marshal.
 - (d) Two additional copies of Report of Interment will be prepared for allied dead. One copy will be placed with the personal effects and one copy forwarded to the theater (or area) graves registration officer for transmission to the government concerned.
 - (e) Effects of allied and enemy dead will be handled, so far as possible, in the same manner as effects of United States personnel.
- (9) *Civilians.*

- (a) Remains of deceased civilians of liberated or occupied territories will be disposed of by local civilians in the area.
 - (b) Units report locations of remains of deceased civilians to this headquarters, attention military government officer.
- b. *Cemetery Burial.*
- (1) *General.* Cemeteries normally will not be established within the division area.
 - (2) *Burial.* Cemetery burial, if required within the division area, will be performed under the supervision of the division graves registration officer in accordance with FM 10-63.
 - (3) *Disposition of personal effects.* Personal effects will not be removed from remains evacuated from unit areas, except temporarily as required for identification, until arrival at the cemetery and after positive identification has been made.
 - (4) *Identification.*
 - (a) The division graves registration officer is responsible for establishing, so far as practicable, positive identification of all remains interred in division cemeteries or evacuated from the division area.
 - (b) Unit commanders are responsible for positive identification, so far as practicable, of all remains evacuated from unit areas.

c. *Unrecovered Dead.* Information pertaining to unrecovered bodies whose burial or evacuation in accordance with normal procedures is not practicable, will be forwarded as expeditiously as possible to the division graves registration officer.

Example 4. Typical Personnel Services Policies and Procedures Within an Infantry Division

1. General

The policies and procedures discussed in paragraphs 2 through 11 below are typical within a division.

2. Rest and Leaves

a. Leave quotas *will be filled* by the division and subordinate units.

b. Breakdown of leave quotas to subordinate units of the division will be by G1 under a system of quota weights assigned to units of the division. Quota weights will vary with the situation but for the normal combat situation will be infantry regiment

and tank battalion—3; artillery, engineer and reconnaissance—2; all other—1.

c. Division will establish and maintain a rest camp in the vicinity of the division rear echelon. The special service officer is responsible for supervision and operation of this facility. Purpose of the rest camp is to provide rest and relaxation for battle-tired individuals. Hot meals, hot baths, change of clothing, beds, and recreational facilities will be provided. A quota of three individuals each 3 days per infantry company except regimental headquarters and service companies and three each 3 days per tank company will be normal; other units will request quotas from G1 for specific deserving personnel who will profit from the facility. The rest camp will have a capacity of 200. The stay in the camp will be 72 hours.

3. Decorations and Awards

a. The basis of award for decorations which is prescribed in AR 600-45 will be adhered to in the division. Any person considered as possibly qualifying for an award under the prescribed basis will be recommended. Any individual witnessing a heroic act may submit a recommendation for an award. There will be no quotas on decorations within the division.

b. Regiments, division artillery, and separate battalions (other than artillery) will appoint awards and decorations boards of at least 3 officers, at least 2 of whom must be or have recently been assigned to combat as differentiated from administrative duty. A president of the board will be designated. Boards have an advisory status with the commander concerned and will have the following specific functions:

- (1) To insure that the act or acts described in the citation support the award of a decoration.
- (2) To recommend the decoration which will be awarded for a specific act or acts.
- (3) To insure that the citation and accompanying papers are correct as prescribed in _____ Army standing operating procedure.
- (4) To insure that proper certificate is made as to the authenticity of facts contained in the citation (e(3) below).
- (5) To process all recommendations as expeditiously as possible.

c. The division commander will appoint a division awards and decorations board. This board will review all recommendations for awards forwarded by subordinate commands which have boards and will indicate its recommendations. It will also perform

the functions prescribed for regimental boards on recommendations submitted by separate units of the division which have no unit awards and decorations boards.

d. Awards and decorations boards will not necessarily meet as formal boards. Recommendations for awards may be circulated among the members for their individual action. The president of the board will make the final recommendation for the board based upon the recommendations of all members.

e. Each unit directly subordinate to this headquarters will appoint qualified personnel who will act as awards and decorations writer(s); however, all units *may* have writers. The functions of the writer will be to—

- (1) Collect information incident to any act which *may* warrant award of a decoration and to determine the truth of information collected.
- (2) Write the citation for the decoration when the facts *may* support the award of a decoration. Include all facts pertinent to the award.
- (3) Certify on each citation to the following effect, "To the best of my knowledge and belief the facts presented in this citation are true and as far as can be determined all pertinent facts have been presented."

f. Commanders of companies (and similar size units) are responsible that writers are notified of acts which may warrant decoration performed by men of their units. If for any reason the writer cannot accomplish processing expeditiously, these commanders are responsible for having the processing accomplished within their units.

g. Commanders will insure that all officers and men of their command are indoctrinated with the necessity for informing the awards and decorations writer through their company (or similar unit) commander of any heroic act which they have witnessed.

h. After action by subordinate unit awards and decorations boards, citations and accompanying papers will be reviewed by the commander concerned and forwarded to the adjutant general who will distribute them to the division board.

i. After action by the division awards and decorations board, recommendations will be forwarded to G1 who will check the recommendations for decorations and submit them to the commanding general through the chief of staff with appropriate comments and/or recommendations.

j. G1 will maintain a record of awards and decorations presented to personnel of the division. He will inform the commanding general of any unusual disparity in decorations awarded among units of the division.

k. G1 will obtain from army available statistics on awards and decorations presented other divisions. He will inform the commanding general of any unusual disparity between his division and other divisions.

l. Decorations will be presented with proper ceremony whenever conditions permit. However, if presentation would be delayed more than 3 days while awaiting opportunity for ceremony, the presentation will be made informally but with the maximum number of the individual's immediate associates present. Bronze Stars will be presented by regimental commanders, Silver Stars will be presented by the division commander, and Distinguished Service Crosses and higher awards will be presented whenever possible by corps or higher commanders.

m. The presentation of the Silver Star will be accompanied by the immediate granting of a leave to the recipient.

n. When a recommendation for the award of the Distinguished Service Cross or the Medal of Honor is forwarded for action by higher headquarters, the man recommended will be granted a leave. The man recommended for the Distinguished Service Cross will be reassigned so as to remove him from the immediate combat area, and not remain assigned to infantry battalions, tank units, or the reconnaissance company. Individuals recommended for the Medal of Honor will be assigned to division headquarters company until action has been taken on the recommendation.

o. Commanders and staff officers will pay particular attention to the morale effect of this system of decorations and will notify the commanding general of any evidence of inefficiency in the system or in its implementation.

4. Postal Service

a. Mail will be picked up at and delivered to the army post office (located in the vicinity of the division class I distributing point) daily by unit transportation.

b. Mail either incoming or outgoing, will not be suspended except by order of the commanding general. When mail is suspended, it will be held at the army post office.

c. Mail for personnel whose exact status is not known and who may be missing or missing in action will not be forwarded until such official listing. (Normally a 6-day waiting period, see SR 600-400-5.)

d. Unit mail clerks will not hold mail for medical evacuees pending receipt of a forwarding address, but will promptly indorse such mail and return it to the army post office.

e. Unit mail clerks will be available on pay day to receive money which men wish to convert to money orders. In addition,

division will provide money order teams on a scheduled basis to visit assigned and attached units.

5. Finance Service

a. Unit commanders will encourage the use of soldiers' deposits and will periodically explain the purpose of the personal transfer of account and the allotment system.

b. Finance officer will provide finance service to replacements. Pay records of replacements in the replacement company will be checked, and, if they wish it, replacements will be paid any pay due (including partial payment).

c. Each company (and similar size unit) will appoint a savings officer who will accept soldiers' money for the cash purchase of war bonds, for deposit in soldier deposit accounts, for personal transfer of account and to send home by money order. This officer will receipt for money received and will, either directly or through the unit personnel officer, effect proper disposition.

d. Units will be paid as promptly as the situation permits. Finance officer will determine from commanders subordinate to this headquarters when each desires his unit to be paid.

e. Within combat areas, a theater personnel records center is normally established to which are forwarded personnel and pay records of individuals MIA, captured, and evacuated through medical channels to fixed installations.

f. Captured money will be turned in by capturing person to his company (or similar size unit) commander who will turn it in to the finance officer and will receive a receipt. Officers above company grade who capture money may turn it in to the finance officer direct.

g. Special financial services will be provided for personnel being rotated or going to rest camps, rest areas, recreation centers, leave areas, etc.

h. Periodically, finance representative will visit units for individual pay consultation.

6. Chaplains Service

a. Every effort will be made to provide chaplain services for all units operating under the control of the division commander.

b. Chaplains will normally serve those units to which they are assigned. In emergencies only will they be involved in duties not connected with their units, and then for only brief periods. Unit commanders having assigned chaplains will cooperate in making their chaplains available to serve units where chaplains are insufficient in number or denomination to provide for the religious needs of personnel concerned.

7. Special Services

a. Priority on special services facilities will be to combat troops.

b. When the division is in reserve, special services officer will provide as many as possible of those special services facilities usually available in a rest area. When a regiment or battalion goes into reserve special services officer will contact the commander to ascertain what facilities for recreation and relaxation can be used by the unit.

c. Special services officer will be responsible for procuring and distributing the theater newspaper and magazines.

d. Special services officer will supervise special services club-mobiles when made available to the division by corps or army.

8. Legal Assistance

Staff judge advocate will provide legal assistance and advice for all personnel within the division.

9. Exchange Service

Division and units of the division will appoint exchange officers who will operate the exchange service within the division.

10. Welfare Service

Commanders periodically will inform their men of the personal services provided by the Red Cross.

11. Attached Units

G1 will contact attached units upon their arrival in the division area. He will see that they have a copy of the standing operating procedure. He will determine their needs as they pertain to personnel (especially their need for payment and for mail delivery).

INDEX

	Paragraph	Page
Administration	195-206	129
American Red Cross	155b	101
Army (<i>see also</i> Field Army):		
Emergency relief	155c	102
Tests	165	108
Army-Air-Force:		
Exchange service	154	101
Postal service	150	97
Assignments	167-169, 184	109, 122
Objectives	169	111
Women	184	122
Awards (<i>See</i> Decorations and awards)		
Battlefield appointments	172	114
Burials	126	80
Casualty	31-38	17
Data requirements	34	18
Estimates	37-38	20
Records and reports	127	81
Types of personnel losses	32	17
Cemeteries	123, 126	79, 80
Chaplain	152	98
Character guidance program	157	103
Checklist:		
For establishing a headquarters from bulk authorization	193	127
For improving internal organization of an established headquarters	194	128
Civil affairs/military government	211c	142
Civilian personnel	207-214	140
Basic considerations	209	141
Compensation and conditions of employment	213	143
Oversea theaters of operation	208	140
Planning requirements	210	142
Procurement	212	142
Staff responsibility	211	142
Classification	163, 166	107, 109
Collecting points:		
Graves registration	121b, c, d	78, 79
Prisoner of war	109c(4)	75
Straggler	96d	69
Communications zone		
Channels (requisitions)	83, 84	57, 61
G1 section organization	16	10
Military police	98	70
Personnel requisition	82-84	57
Confinement facilities, check by G1	106	73
Coordination, G1 with general and special staff	8	5
Corps:		
G1 section organization	14	8

	<i>Paragraph</i>	<i>Page</i>
Corps—Continued		
Graves registration service	120	78
Personnel daily summary	30 <i>b</i> (2)	15
Replacement support	75	50
Courts-Martial—establishment of adequate number at division	104	72
Decorations and awards	139	93
Authority to award	142	94
Awards to foreign personnel	149	97
Boards	147	97
Civilian	148	97
G1 staff responsibilities	145	95
Heroism	140	94
Meritorious achievement and service	141	94
Policy	143, 144	95
Processing responsibilities	146	96
Demotions, officer	179	120
Discharge	180	120
Enlisted personnel	181 <i>a</i>	120
Officer personnel	181 <i>b</i>	120
Discipline, law, and order	89-107	65
Absence without leave	93-95	68
Desertion	93-94	68
Military justice	101-107	71
Confinement facilities, check by G1 ...	106	73
G1 supervision	101	71
Preventive measures	102, 103	72
Processing military offenders, check by G1	105	73
Military police	97-100	70
Communications zone	98	70
Self inflicted wounds, prevention	92	68
Special problems	100	71
Straggler control	96	69
Division (<i>see also</i> Appendix II for typical per- sonnel policies infantry division):		
Courts-martial, establishment of adequate number	104	72
G1 section, organization	13	7
Graves registration service	121	78
Personnel daily summary	30 <i>b</i> (1)	15
Promotions	173	116
Replacement company	74 <i>b</i> (2), 76 <i>c</i>	48, 51
Replacement system	76	51
Effects, deceased personnel	125	80
Estimate:		
Casualty	36-38	19
Personnel	6	4
Replacement requirements	41	26
Field army:		
G1 section organization	15	10
Graves registration service	119	78
Promotions and battlefield appointments ...	174	116

	<i>Paragraph</i>	<i>Page</i>
Financial service	151	98
Functions G1:		
General	5-9	4
Coordination	8	5
Estimating the personnel situation	6	4
Preparing and disseminating plans and orders	7	5
Providing information	5	4
Supervision	9	6
Specific. (See Strengths, replacements, etc.)		
Graves registration service	113-127	76
Army	119	78
Burials	126, 127	80, 81
Collecting point	126b, c, d	80, 81
Corps	120	78
Division:		
Airborne	123	79
Armored	122	79
Infantry	121	78
Effects	125	80
Policies, typical, infantry division	App. II	146
Theater of operations	118	77
Reports	127	81
Interior management	185-206	123
Administration	195	129
Coordination	197	130
Headquarters layout	202	138
Main steps of administrative activity	188	124
Management functions G1	186	123
Objectives	187	123
Office layout	203	138
Organization	189-194	124
Surveys	199, 200	131
Workflow	201	137
Journal, the G1	22	11
Legal assistance	156	103
Losses:		
Estimates	36-39	19
Factors	37	20
Rates	34, 36-39	18, 19
Reporting	33, 35	18, 19
Types	32, 39	17, 24
Military justice	101-107	71
Confinement facilities, check by G1	106	73
G1 supervision	101	71
Preventive measures	102, 103	72
Processing military offenders, check by G1	105	73
Military police	97-100	70
Communications zone	98	70
Miscellaneous	150-157	97

	<i>Paragraph</i>	<i>Page</i>
Army-Air Force:		
Exchange service	154	101
Postal service	150	97
Chaplain	152	98
Character guidance program	157	103
Financial service	151	98
Legal assistance	156	103
Special services	153	99
Welfare services	155	101
Morale	128, 129	82
Definition	128 <i>a</i>	82
Evaluation	129 <i>c</i>	83
G1 responsibility	129	82
Indicators	129 <i>b</i>	83
Organization:		
G1 section:		
Army	15	10
Communications zone	16	10
Corps	14	8
Division	13	7
Periodic personnel report	27	12
Personal effects deceased personnel	125	80
Personnel daily summary	30	14
Personnel management	158-161	104
Commander's responsibilities	159	104
G1 responsibilities	160	105
Personnel procedures (<i>see also</i> Procedures) ...	162-169	105
Personnel services	130-149	84
Decorations and awards	139-149	93
Policies, typical, infantry division	App. II	146
Rest and leaves	131-137	85
Leave areas	137	92
Quotas	132	85
Recreation centers	136	91
Rest areas	135	90
Rest camps	134	90
Rotation	138	93
Physical classification	166	109
Policy file G1	24	12
Policies, typical, infantry division:		
Graves registration	App. II	146
Personnel services	App. II	146
Prisoners of war	App. II	146
Replacements	App. II	146
Postal service	150	97
Post exchange	154	101
Procedures	162-184	105
Army tests	165	108
Assignment	167-169	109
Battlefield appointments	172	114
Classification	163	107
Demotion, officer	179	120

	<i>Paragraph</i>	<i>Page</i>
Procedures—Continued		
Enlisted reclassification	178	119
Promotions	170-174	112
Physical classification	166	109
Reassignment	177	118
Separation	180, 181	120
Transfer	176	118
Utilization of special groups	182-184	121
Prisoners of war	108-112	74
Collecting point	109c(4)	75
Command and staff responsibilities	109	74
Objectives in handling	108	74
Policies, typical, infantry division	App. II	146
Recovered	87d, 111	63, 75
Promotions	170-174	112
Army and higher	174	116
Division	173	116
Reassignment	177	118
Reclassification, enlisted	178	119
Records and reports	17-27	10
Burials	128	82
Effects	125	80
G1	21	11
Graves registration service	125, 127, 128	80, 81, 82
Individual personnel records and reports	19	11
Journal, G1	22	11
Periodic personnel report	27	12
Personnel daily summary	30	14
Policy file	24	12
Situation map, personnel	25	12
Standing operating procedure	26	12
Unit personnel	20	11
Worksheet, G1	23	12
References	App. I	144
Replacements	40-88	25
Allocations	58b	37
Channels	50	32
Communications zone requisitions	82-84	57
Basic	82	57
Channels	83, 84	57, 61
Corps, support of	75	50
Division, system	76	51
Estimates	40	25
Field army system	70-81	46
Procedures	81	56
Replacement group	74	48
Requisitions	77-81	54
Policies, typical, infantry division	App. II	146
Sources	42-47	26
Stockage	55c	35
Theater army	48-58	30
Ceiling	55	34
Distribution controls	58	37

	<i>Paragraph</i>	<i>Page</i>
Replacements—Continued		
Theatre Army—Continued		
Headquarters	49	32
Requisitions, preparation	52, 53, 57	33, 34, 36
System	48-51	30
Strength control	56	35
Theater army replacement command	51, 59-64	33, 39
Channels	84	61
Headquarters	62	39
Logistical and administrative support	64	42
Missions	60	39
Objectives	61	39
Operations	63	40
Procedures	87	62
Special missions	85, 86, 88	61, 62, 64
Reports (<i>see also</i> Records and reports)	17-27	10
Requisitions for personnel	77-84	54
Administrative instructions	80	55
Communications zone	82-84	57
Field army headquarters	77-81	54
Rotation	138	93
Self-inflicted wounds, prevention	92	68
Separation	180, 181	120
Situation map, personnel	25	12
Special groups, utilization	182-184	121
Special services	153	99
Standing operating procedure	26	12
Statistics, value to G1	19	11
Stragglers	96	69
Surveys	199, 200	131
Theater Army Replacement Command (<i>see also</i> Replacements)		
Transfer	51, 59-64	33, 39
Transfer	176	118
Welfare services	155	101
Women, assignment	184	122
Workflow methods	201	137
Worksheets, G1	23	12

[AG 321 (10 May 55)]

BY ORDER OF THE SECRETARY OF THE ARMY:

MAXWELL D. TAYLOR,
General, United States Army,
Chief of Staff.

OFFICIAL:

JOHN A. KLEIN,
Major General, United States Army,
The Adjutant General.

DISTRIBUTION:

Active Army:

CNGB (1)
Gen Staff, DA (10)
Tec Svc, DA (5)
COFCH (5)
TPMG (5)
Tec Svc Bd (2)
Hq CONARC (40)
OS Maj Comd (5)
OS Base Comd (4)
Log Comd (2)
MDW (1)
Armies (5)
Corps (3)
Div (3)
Brig (3)

Regt & Gp (2)
Bn (1)
Ft & Cp (1)
USMA (60)
Gen & Br Svc Sch (5)
PMST (1)
Depots (2)
AH (2)
RTC (2)
POE (5)
PG (1)
Arsenals (1)
Mil Dist (1)
MAAG (1)
Mil Msn (1)
ARMA (1)

NG: State AG (6): Units—same as Active Army except allowance is one copy to each unit.

USAR: Same as Active Army except allowance is one copy to each unit.
For explanation of abbreviations used, see SR 320-50-1.

☆U. S. GOVERNMENT PRINTING OFFICE: 1955—347382